

**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Lille Campus**  
**Spring 2027**



Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Lille Course Catalogue Spring 2027**.

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** It is the student's responsibility to ensure he/she has the required academic background to successfully follow the courses.
- 1) **French language courses** at three different levels are also offered in programs other than Master 1 for 1 ECTS. Please note for double degree students, the French language course is non-credited.
- 2) Courses within the catalogue are subject to slight changes.
- 3) There is a maximum number of seats available per specialization program.

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- MSC.CFMM2.FICOR.0228	Macroeconomics and financial markets
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## MSc IMBD International Marketing and Business Development

*\* Please note students can take electives from within one track only*

### *MSc M2 IMBD SPRING LILLE Core Courses (4 maximum)*

- MSC.IMBM2.MKCOR.0090	Business Development & Sales
- MSC.TRCM2.OTCOR.0200	CAREER MANAGEMENT 2
- MSC.IMBM2.MKCOR.0063	PRODUCT MANAGEMENT AND OPERATIONAL MARKETING
- MSC.IMBM2.MKCOR.0031	UNDERSTANDING THE ELUSIVE CONSUMER

### *MSc M2 IMBD SPRING LILLE Track Elective Courses ADABD (4 maximum)*

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- MSC.IMBM2.HRELE.0061	Agile Project Management for Global Markets and Business Development
- MSC.IMBM2.MKELE.0215	Competitive Intelligence for IBD
- MSC.IMBM2.MKELE.0197	Google Tools and SEM

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- MSC.IMBM2.MKELE.0242	Advanced Quantitative Methods
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- **MSC.IMBM2.MKELE.0228** Digital Marketing
- **MSC.IMBM2.MKELE.0229#3** Meta certification (FB & Instagram) Spring
- **MSC.IMBM2.MKELE.0181** UX DESIGN AND USABILITY

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**MSc PMBD Project Management for Business Development**

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- **MSC.PPMM2.PMCOR.0086** Managing Risk, Uncertainty and Complexity
- **MSC.PPMM2.PMCOR.0075** Organizational Performance Management
- **MSC.PPMM2.PMCOR.0203** Portfolio management and PMO
- **MSC.PPMM2.PMCOR.0204** Project financing and accounting
- **MSC.PPMM2.PMOPT.0002** Project Practice Portfolio 2
- **MSC.PPMM2.PMCOR.0081** Sustainable and Ethical Project Management

*MSc M2 PMBD SPRING LILLE Elective Courses (2 maximum)*

- **MSC.PPMM2.STELE.0001** Design thinking
- **MSC.PMBM2.PMELE.0012** DESIGNING AI-BASED SERVICES
- **MSC.PPMM2.PMCOR.0087** International Business Development : Proposals, Tenders & Bids
- **MSC.PPMM2.PMELE.0007** Social intelligence

*MSc M2 PMBD SPRING LILLE Specialization Courses (2 maximum)*

- **MSC.PMBM2.PMCOR.0208** Applied Artificial Intelligence in Project Management
- **MSC.PPMM2.PMCOR.0030** Business and Project Management Agility
- **MSC.PMBM2.PMCOR.0207** INTERNATIONAL BUSINESS DEVELOPMENT AND MARKET ENTRY STRATEGIES

## MSc CFM Corporate Financial Management

### *MSc M2 CFM SPRING LILLE Core Courses (6 maximum)*

# MSC.CFMM2.FIELE.0154 – AI in finance: ethics and regulation

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	9.00h	0h	0h	0h	100%	0%	100%

## Course Manager & Teaching Team

Course Manager : VERBIEST Thibault

Teaching Team : Paris : VERBIEST Thibault

## Academic Characteristics

Credits : 1

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

## Course Description

### Course Description :

This course examines the ethical, regulatory, and governance dimensions of artificial intelligence deployment in financial services. It explores how AI technologies such as machine learning, algorithmic trading systems, and automated credit scoring are transforming financial institutions while introducing new ethical risks and regulatory challenges.

Students analyze the regulatory framework governing AI systems, including risk classification, transparency obligations, and accountability requirements. The course emphasizes model governance, bias mitigation, explainability, and compliance mechanisms. Practical applications include AI use cases in banking, investment management, and risk assessment, with attention to regulatory oversight and supervisory expectations.

## Pedagogical Objectives

### Pedagogical Objectives :

- Understand core AI technologies used in financial services
- Identify ethical risks associated with automated financial decision-making
- Analyze regulatory frameworks governing AI systems
- Evaluate bias and fairness in financial algorithms
- Develop governance structures for AI model oversight
- Assess transparency and explainability requirements
- Interpret compliance obligations for AI-based financial tools

- Apply regulatory principles to real-world AI finance cases
- Academic Reference / Bibliography

## Prerequisites

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### Prerequisites :

- Financial Markets
- Basic Knowledge of Artificial Intelligence or Machine Learning
- Corporate Finance
- Financial Risk Management

## Course Schedule

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### Course Schedule :

#### Part I – AI Foundations in Finance

- AI technologies and machine learning basics
- Applications in banking and asset management
- Automation and digital transformation

#### Part II – Ethics and Responsible AI

- Bias and discrimination risks
- Fairness metrics
- Data governance

#### Part III – Regulatory Frameworks

- AI regulation in financial services
- Risk-based classification of AI systems
- Supervisory expectations
- Accountability and liability

#### Part IV – Model Risk Management and Governance

- Model validation
- Auditability
- Explainable AI techniques
- Internal control systems

#### Part V – Applications and Case Studies

- AI in credit scoring
- Algorithmic trading systems
- Fraud detection
- Practical regulatory compliance cases

## Academic References

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### Academic Reference :

- Artificial Intelligence Act
- European Banking Authority – Guidelines on AI and risk management
- Bank for International Settlements – AI and machine learning reports
- Financial Stability Board – Digital innovation reports
- Research publications on Responsible AI and Model Governance

## Certifications & Legal Mentions

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### Certifications :

N/A

# MSC.CFMM2.FICOR.0134 – Alternative Business Funding

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	9.00h	0h	0h	0h	50%	50%	100%

## Course Manager & Teaching Team

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**Course Manager :** GEROULANOS Petros

**Teaching Team :** Paris : GEROULANOS Petros Sophia : SCHWIENBACHER Armin

## Academic Characteristics

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**Credits :** 1      **Discipline :** Finance      **Teaching Languages :** English      **Open to Exchange :** Yes

## Course Description

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### Course Description :

The purpose of alternative business funding is to provide financial resources to businesses that may not qualify for traditional bank loans or prefer alternative financing options. Alternative business funding refers to a range of non-traditional methods that entrepreneurs and companies can utilize to secure capital for their operations, expansions, or specific projects. Some common forms of alternative business funding include venture capital, angel investment, crowdfunding, peer-to-peer lending, invoice financing, and merchant cash advances.

Overall, attending this course will result an understanding of various alternative funding options across different categories, their benefits and considerations, and how they can be applied in different business scenarios. students will gain insights into the diverse landscape of corporate finance and be equipped with knowledge to explore alternative funding avenues for their organizations.

## Pedagogical Objectives

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### Pedagogical Objectives :

1. Source of funds: Funding requires investors or lenders. Firstly, participants will identify their needs.
2. Understanding corporate funding: Participants will gain knowledge about standard approaches to corporate funding, the challenges involved, and the rationale behind seeking alternative funding options. They will identify alternative funding options during the business life cycle.
3. Equity-related alternatives: Participants will learn about various equity-related funding options, such as preference shares, non-voting shares, voting shares, warrants, deferred equity participations, stock options, angel funding, venture capital, private equity, and crowdfunding. They will understand the characteristics, benefits, and considerations associated with each of these alternatives.
4. Debt-related alternatives: Participants will be introduced to debt-related funding options, including collared FRNs (Floating Rate Notes), callable and puttable bonds, convertibles, coco's (Contingent Convertible Bonds), private debt, and secured lending. They will gain an understanding of how these instruments work and the potential advantages they offer.

5. Asset finance: Participants will gain knowledge about asset finance options, including asset securitization (ABS), cashflow securitisation (ABCP), equipment leasing, sell-buy back arrangements, hire-purchase agreements, and vehicle finance. They will understand how these funding methods work and their applicability in different contexts.

6. Buy now pay later (BNPL): Participants will learn about the concept of buy now pay later financing and specifically explore credit card fee financing within this context.

7. Players: The course will cover some of the players who arrange such financing, the structure of their platforms and how they structure the funding to meet the needs of investors and lenders.

8. Elaborate on specific examples of Alternative Business Funding.

9. Course summary and evaluation: The training will conclude with a summary of the topics covered throughout the course, allowing participants to consolidate their knowledge. They will have a deep understanding of analysing cashflow to find funding possibilities. An evaluation may also be conducted to assess the participants' understanding of the material and the effectiveness of the training program.

## Prerequisites

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### Prerequisites :

Basic knowledge of equities, bonds, loans and some derivatives.

Be able to draw cashflows (inflows and outflows overtime)

## Course Schedule

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### Course Schedule :

Introduction: • Setting the frame • Session outline • Introductions • Expectations Corporate funding: • Standard approaches • Challenges • The need for alternatives Purpose of alternative business funding: • Accessibility • Diversification • Innovation • Speed and flexibility • Diverse investor base • Risk mitigation Equity-related alternatives: • Preference shares • Non-voting shares • Voting shares • Warrants • Deferred equity participations • Stock options • Angel funding • Venture capital • Private equity • Crowdfunding Bond-related alternatives: • Collared FRN's • Callable and puttable bonds • Convertibles • Coco's • Repo's Structured products: • Currency related • Commodity related • Interest rate related • Equity related • Take-over related Asset finance: • Asset securitisation (ABS) • Equipment leasing • Agricultural finance • Sell-buy back • Hire-purchase • Vehicle finance Business loans: • Cashflow securitisation (ABCP) • Commercial loans • Term loans • Invoice factoring • Merchant cash advances • Credit insurance • Peer-to-peer financing Commercial property finance: • Commercial mortgages • Development loans • Pre-construction sales Buy now pay later (BNPL): • Credit card fee financing Course summary: • Summary • Evaluation

## Academic References

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### Academic Reference :

None.

### Websites :

None.

## Certifications & Legal Mentions

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### Certifications :

N/A

# MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0.00h	6.00h	0h	40%	60%	100%

## Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : MARTEIL Zuzana TOSELLI Camille

## Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

### Course Description :

#### Career Workshops – Tailored to Your Needs

As a Master 2 student, you benefit from a wide range of career workshops. Depending on your interests and goals, you can select the sessions that are most relevant to your needs. Some are specifically designed for M2 students, while others are open to all.

??From January 2026

#### Set Yourself Up for Success ( January 2026)

Discover the support offered by the Career Center, meet key contacts, and explore the essential resources available to you. Gain clarity on job market challenges and how to tackle them effectively.

#### Job Search Strategy – France & Abroad (February 2026)

Learn how to build a strong and adaptable job search plan for both the French and international markets. Explore how AI tools can boost your efficiency.

#### Master & Leverage LinkedIn in Your Job Search (February 2026)

Optimize your LinkedIn profile, learn to use its free features, and engage professionally with your network to uncover opportunities.

#### Decoding the French Job Market (Feb/March 2026)

Understand key aspects of the French employment landscape: contract types, legal frameworks, taxes, benefits, work permits, and the role of language in career success.

#### ? Workshops Open to All Students

##### Prepare for a Career Fair (12 January 2026)

Get practical tips to shine at recruitment events. Learn how to engage with recruiters and use AI to prepare

effectively.

CV Masterclass (January/February 2026)

Design a results-oriented CV. Access the right tools and strategies to strengthen your applications and stand out.

Interview Masterclass (February/March 2026)

Practice common and difficult questions, use the STAR method, and refine your professional communication and presence.

Access and registration from your spring K2 space

## **Pedagogical Objectives**

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**Pedagogical Objectives :**

Each workshop have specific objectives:

M2-Specific Workshops

Set Yourself Up for Success

Identify key Career Center resources and contacts relevant to the final-year job search.  
Understand the structure and challenges of the current job market.

Job Search Strategy – France & Abroad

Design a structured job search strategy adapted to both French and international markets.  
Integrate AI tools into job search routines for improved targeting and efficiency.

Master & Leverage LinkedIn in Your Job Search

Optimize your LinkedIn profile to attract recruiter attention.  
Use LinkedIn features to build a professional network and explore job opportunities.

Decoding the French Job Market

Recognize the main types of employment contracts and related legal obligations.  
Evaluate how language proficiency and cultural norms influence employability in France.

Workshops Open to All Students

Prepare for a Career Fair

Develop an effective pitch tailored to networking and recruitment events.  
Use AI tools to research companies and prepare tailored questions.

CV Masterclass

Build a results-oriented CV aligned with employer expectations.  
Apply tools and feedback to improve structure, clarity, and impact.

Interview Masterclass

Apply the STAR method to answer behavioral interview questions effectively.  
Demonstrate professionalism through verbal and nonverbal communication techniques.

## **Prerequisites**

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**Prerequisites :**

No prerequisites.

## **Course Schedule**

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**Course Schedule :**

ACTIVITY 1 Salary negotiation OBJECTIVES Comprehend the elements of compensation Assess personal market value Embed the negotiation within the recruitment process Explore negotiation strategies Effectively communicate and negotiate with a recruiter MODALITIES 2 hours On line asynchronous K2 ACTIVITE 2 Salary negotiation OBJECTIVES Live practice of negotiation Learn tips from professional recruiter Prepare strong argumentation MODALITIES 1,5 hours Live workshop ACTIVITE 3 International career management OBJECTIVES Learn best practices and ressources to work abroad Set a clear strategy for international career development MODALITIES 1,5 hour On line synchronous FINAL EVALUATION OBJECTIVES Assess understanding of salary negotiation concepts, including market rates and strategies evaluate the participant's understanding of key concepts related to salary negotiation, such as market rates, negotiation strategies, and tactics MODALITIES 1 hour quizz

## Academic References

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Academic Reference :

K2 CAREER MANAGEMENT SPACE  
K2 CAREER TOOLKIT SPACE  
YEP/TALENT AND CAREERS

Websites :

None.

## Certifications & Legal Mentions

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Certifications :

N/A

## RSE / IA

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IA

use of IA in career management

# MSC.CFMM2.FIELE.0142 – Excel Financial modeling

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	0h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : CHIKH Sabrina

Teaching Team : Paris : CHIKH Sabrina

## Academic Characteristics

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Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

This course demonstrates how you can perform a comprehensive financial analysis of any organization using a variety of ratios derived from its financial statements. It provides the skills and training necessary to be a complete financial analyst

## Prerequisites

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Prerequisites :

Excel modeling 1  
capital budgeting

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.CFMM2.FICOR.0018 – M&A and Corporate Restructuring

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	27.00h	0.00h	0.00h	0h	60%	40%	100%

## Course Manager & Teaching Team

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**Course Manager :** AHMAD Muhammad Farooq

**Teaching Team :** Paris : CWILING Frédéric Sophia : AHMAD Muhammad Farooq

## Academic Characteristics

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**Credits :** 3

**Discipline :** Finance

**Teaching Languages :** English

**Open to Exchange :** Yes

## Course Description

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**Course Description :**

This course is dedicated to the valuation, structuring, financing and negotiation of controlling-equity transactions.

It will present some aggregate and historical evidence, before it delves into the core issue of valuation, and then structuring (and restructuring).

It provides the students with a background for understanding mergers and acquisitions and corporate restructuring. Most importantly, it provides the building blocks to understand the activity of evaluating a business firm.

## Prerequisites

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**Prerequisites :**

Introduction to finance, Financial Mathematics and Corporate Finance.

## Course Schedule

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**Course Schedule :**

Agenda: the technical and conceptual aspects of the class will be carried out in concert. Technical Skills (valuing mergers) 1. Measuring stock value. 2. Capital structure with or without tax. 3. Free Cash Flows to the firm and free cash flow to the equity. 4. Computing a WACC. 5. Comparable valuation. 6. Modeling value. Conceptual skills and general understanding of M&As and restructuring. 1. Why do merger happen. 2. Merger process. 3. Merger waves. 4. Do merger create value? 5. Merger analysis. 6. Corporate restructuring.

## **Academic References**

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Academic Reference :

Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:

## **Certifications & Legal Mentions**

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Certifications :

N/A

# MSC.CFMM2.FIELE.0104 – Private Equity

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	90%	10%	100%

## Course Manager & Teaching Team

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Course Manager : MALLARD Antoine

## Academic Characteristics

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Credits : 2      Discipline : Autre      Teaching Languages : English      Open to Exchange : Yes

## Course Description

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### Course Description :

This course will give the students a good overall knowledge of the private equity market essentially from the perspective of the funds but will also touch upon the different players (management team, banks, fund of funds, activist hedge funds...).

It will discuss how private equity investments are originated, structured, executed, monitored and exited.

It will also emphasize the valuation aspect through the LBO model and the legal aspects in certain markets (included France).

The different types of PE will be presented including venture capital and impact investment.

## Prerequisites

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### Prerequisites :

Financial Analysis, Asset Valuation, Fundamentals of Corporate Finance, M&A, Corporate Strategy

## Course Schedule

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### Course Schedule :

1) Investment Process: sourcing, due diligence, valuation, negotiation, structuring, monitoring, exit (M&A, IPO, secondary) 2) Deal Structure: Newco/Opco, types of debt (covenants, danger of overleverage), management package 3) Price: LBO model, optimization of IRR (special dividend, quick flip), levers of value creation 4) Other types of Private Equity: Venture Capital and Distressed: Pre and Post-money valuation, down rounds, return targets, call vs. put (portfolio optimisation) 5) Private Equity and Hedge Funds (and SPACs): convergence: PIPEs and P2Ps vs. constructive activism, competition: pushing for a higher price by blocking fiscal integration, differences (hedging, leverage) 6) Private Equity as an asset class: Hard asset, recurring cash flows, illiquidity premium and market cycle, fundraising (closed-ended vs evergreen, vintage), investment cycle. co-investments, secondary and relapse LBOs

## Academic References

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**Academic Reference :**

Lectures obligatoires / Required readings: The debt trap by Sebastien Canderle Lectures Recommandées /  
Recommended readings: Barbarians at the gate by Bryan Burrough

**Certifications & Legal Mentions**

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**Certifications :**

N/A

## ***MSc M2 CFM SPRING LILLE Track Courses CIIA (7 maximum)***

# **MSC.CFMM2.FICOR.0225 – Business Analysis & Valuation under IFRS**

MSc, PGE

## **Hours & Assessment**

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0h	0h	0h	100%	0%	<b>100%</b>

## **Course Manager & Teaching Team**

Course Manager : SAIDANE Dhafer

## **Academic Characteristics**

Credits : 2    Discipline : Finance    Teaching Languages : English    Open to Exchange : Yes

## **Course Description**

Course Description :

This course develops advanced skills in financial statement analysis and firm valuation within the framework of International Financial Reporting Standards (IFRS). It emphasizes how accounting standards affect financial reporting quality, earnings persistence, risk assessment, and firm valuation.

Students learn to analyze financial statements prepared under IFRS, adjust accounting numbers for valuation purposes, assess earnings quality, forecast performance, and apply valuation models such as discounted cash flow (DCF), residual income models, and relative valuation.

The course integrates accounting theory, financial analysis, and valuation techniques, with a strong focus on the implications of key IFRS standards such as IFRS 15, IFRS 16, IFRS 9, and IAS 36.

## **Pedagogical Objectives**

Pedagogical Objectives :

By the end of the course, students will be able to:

1. Analyze financial statements prepared under IFRS.
2. Identify accounting choices and earnings management practices.
3. Adjust accounting data for valuation purposes.
4. Forecast financial performance and free cash flows.
5. Apply intrinsic valuation models.
6. Use relative valuation techniques.
7. Assess the impact of IFRS standards on firm value.
8. Evaluate goodwill, impairments, and fair value measurements.

## **Prerequisites**

Prerequisites :

Students should have prior knowledge of:

- Financial Accounting (intermediate level)
- Corporate Finance
- Time value of money
- Basic financial statement analysis
- Excel proficiency

## Course Schedule

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**Course Schedule :**

Part I – IFRS and Financial Analysis

- IFRS conceptual framework
- Financial statement structure
- Revenue recognition
- Lease capitalization
- Financial instruments
- Earnings quality analysis

Part II – Forecasting and Valuation Foundations

- Ratio analysis and profitability
- Growth modeling
- Cost of capital
- DCF valuation
- Residual income model

Part III – Advanced Valuation Issues

- Relative valuation
- Fair value measurement
- Business combinations
- Goodwill and impairment
- Accounting choices and valuation impact

Part IV – Integrated Case Study

- Full IFRS-based valuation of a listed company
- Financial statement adjustments
- Forecasting
- Valuation model application
- Sensitivity and scenario analysis

## Academic References

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**Academic Reference :**

- Business Analysis and Valuation: IFRS Edition – Krishna G. Palepu & Paul M. Healy
- International Financial Statement Analysis – CFA Institute
- Valuation: Measuring and Managing the Value of Companies – McKinsey & Company
- Financial Statement Analysis and Security Valuation – Stephen H. Penman

IFRS Standards (Primary Sources)

- International Accounting Standards Board official publications
- IFRS Standards (IFRS 3, IFRS 9, IFRS 13, IFRS 15, IFRS 16, IAS 36)

## Certifications & Legal Mentions

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**Certifications :**

This course prepares students for the CIIA certification.

# MSC.CFMM2.FICOR.0224 – Derivatives valuation and analysis

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	15.00h	0h	0h	0h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : SAIDANE Dhafer

## Academic Characteristics

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Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

The basic characteristics and types of futures and options (including exotic options) should be understood, together with various important features associated with these instruments, such as valuation and pricing, risk management and other investment strategies. The option sensitivities (the “Greeks”) such as delta, gamma etc., together with volatility related issues should also be fully understood and capable of being applied to various investment problems. Swaps and credit derivatives should be similarly understood, with the material on credit derivatives reflecting their growing importance and impacts in recent times.

## Pedagogical Objectives

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### Pedagogical Objectives :

By the end of the course, students will be able to:

1. Derive and apply no-arbitrage pricing relationships.
2. Value forward and futures contracts using cost-of-carry models.
3. Construct and evaluate hedging strategies.
4. Apply put–call parity and identify arbitrage opportunities.
5. Use the Black–Scholes framework for European options.
6. Interpret and manage option sensitivities (Greeks).
7. Analyze volatility dynamics and implied volatility.
8. Price basic exotic derivatives using binomial methods.
9. Value swaps and credit default swaps.
10. Assess the systemic implications of credit derivatives.

## Prerequisites

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Prerequisites :

Students are expected to have prior knowledge in:

- Corporate Finance
- Financial Markets
- Time value of money
- Basic statistics and probability
- Calculus (differentiation and basic integration)
- Linear algebra (basic matrix operations)

## Course Schedule

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### Course Schedule :

#### Futures

- 1.1 Basic characteristics of forward and futures contracts
- 1.2 Mechanics of trading in futures markets
  - 1.2.1 Long and short positions
  - 1.2.2 Profit and loss at expiration
  - 1.2.3 Closing positions
  - 1.2.4 Delivery procedures
  - 1.2.5 The marking to market of futures contracts
  - 1.2.6 The leverage effect
  - 1.2.7 Futures quotes
  - 1.2.8 World major futures markets
- 1.3 Futures valuation and analysis
  - 1.3.1 The basis
  - 1.3.2 Theoretical price of futures
- 1.4 Examples of various futures contracts
  - 1.4.1 Stock futures
  - 1.4.2 Foreign exchange futures
  - 1.4.3 Commodity futures
  - 1.4.4 Interest rate futures
  - 1.4.5 Other futures contracts
  - 1.4.6 Further considerations
- 1.5 Introduction to hedging strategies using futures
  - 1.5.1 The hedge ratio
  - 1.5.2 The perfect hedge
  - 1.5.3 Basis risk and correlation risk
  - 1.5.4 The minimum variance hedge ratio
  - 1.5.5 Hedging with several futures contracts
  - 1.5.6 Examples of hedging
  - 1.5.7 Simple answers to questions about hedging with futures

#### 2 Options

- 2.1 Introduction
- 2.2 Définitions and basic characteristics of options
  - 2.2.1 Option main characteristics
  - 2.2.2 Call and put options
  - 2.2.3 Call and put options vs. forward and futures contracts
  - 2.2.4 The example of equity options
- 2.3 Basic option strategies
  - 2.3.1 Spreads
  - 2.3.2 Strangles and straddles
- 2.4 Arbitrage relationships
  - 2.4.1 Introduction: principle of no-arbitrage
  - 2.4.2 Value of an option at expiration
  - 2.4.3 General arbitrage relationships
  - 2.4.4 A fundamental relationship: the put-call parity
- 2.5 B&S option pricing model
  - 2.5.1 Risk-neutral pricing
  - 2.5.2 European options on stocks

- 2.5.3 European options on stocks
- 2.5.4 American options
- 2.5.5 Limitations of the Black-Scholes model
- 2.6 Sensitivity analysis of options premiums
  - 2.6.1 Delta
  - 2.6.2 Gamma
  - 2.6.3 Lambda/Omega
  - 2.6.4 Theta
  - 2.6.5 Rho
  - 2.6.6 Vega
- 2.7 Volatility and related topics
  - 2.7.1 Estimating volatility from historical data
  - 2.7.2 Implied volatility and volatility smile
  - 2.7.3 The volatility index (VIX)
- 2.8 Options on other underlying assets
  - 2.8.1 Equity index options
  - 2.8.2 Options on Futures
  - 2.8.3 Warrants
  - 2.8.4 Foreign exchange options
  - 2.8.5 Caps, floors, collars
- 2.9 Exotic options
  - 2.9.1 Path-independent options
  - 2.9.2 Path-dependent options
  - 2.9.3 Pricing exotic options with numerical methods
- 2.10 Appendix: binomial option pricing model
  - 2.10.1 One-period binomial model
  - 2.10.2 Multi-period binomial model
  - 2.10.3 American puts and calls
  - 2.10.4 Limiting results of the binomial model
- 3 Swaps and Credit derivatives
  - 3.1 Introduction
  - 3.2 Swaps
    - 3.2.1 Definition and characteristics
    - 3.2.2 Strategies using swaps
    - 3.2.3 Pricing and valuing swaps
    - 3.2.4 Other types of swaps
  - 3.3 Credit Derivatives
    - 3.3.1 The mechanisms of Credit Derivatives market
    - 3.3.2 Market participants
    - 3.3.3 Institutional framework
    - 3.3.4 Credit default swaps (CDS)
    - 3.3.5 Credit linked notes (CLN)
    - 3.3.6 Other credit default swap products
    - 3.3.7 Spread volatility of credit default swaps
    - 3.3.8 Credit derivatives: valuation of credit default swaps
    - 3.3.9 The role of credit derivatives
    - 3.3.10 The aftermath of the 2008 financial crisis

## Academic References

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### Academic Reference :

- Black, F. & Scholes, M. (1973)
- Merton, R. (1973)
- Duffie & Singleton (credit risk)

## Certifications & Legal Mentions

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### Certifications :

N/A

# MSC.CFMM2.FICOR.0226 – Equity & Fixed-income valuation and analysis

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	12.00h	0h	0h	0h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : SAIDANE Dhafer

## Academic Characteristics

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Credits : 1    Discipline : Finance    Teaching Languages : English    Open to Exchange : Yes

## Course Description

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### Course Description :

This course provides a rigorous analytical framework for the valuation and analysis of equity and fixed-income securities. It develops the theoretical foundations and practical tools required to assess intrinsic value, evaluate risk, and formulate investment recommendations. Emphasis is placed on discounted cash flow techniques, relative valuation methods, bond pricing mechanics, yield analysis, and interest rate risk management. The course combines conceptual foundations with applied financial modeling and case-based analysis, preparing students for roles in asset management, investment banking, financial advisory, and research.

## Pedagogical Objectives

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### Pedagogical Objectives :

- Master the theoretical foundations of security valuation
- Apply discounted cash flow models to equity valuation
- Analyze bond pricing, yields, and interest rate sensitivity
- Evaluate credit risk and fixed-income instruments
- Interpret market multiples and relative valuation metrics
- Construct coherent investment recommendations based on quantitative analysis
- Develop analytical rigor consistent with professional standards (CFA-oriented framework)

## Prerequisites

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### Prerequisites :

- Corporate Finance
- Financial Accounting
- Financial Mathematics
- Statistics for Finance
- Basic knowledge of financial markets

## Course Schedule

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### Course Schedule :

#### Part I – Valuation Foundations

- Time value of money
- Risk and return
- Asset pricing fundamentals

#### Part II – Equity Valuation

- Dividend discount models
- Free cash flow models
- Relative valuation techniques
- Equity research process

#### Part III – Fixed-Income Valuation

- Bond pricing and yield measures
- Term structure of interest rates
- Duration and convexity
- Credit risk analysis

#### Part IV – Integrated Analysis

- Comparative valuation
- Portfolio allocation between equity and bonds
- Case studies and applied financial modeling

## Academic References

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### Academic Reference :

- Investment Valuation – Aswath Damodaran
- Equity Asset Valuation – CFA Institute
- Fixed Income Analysis – CFA Institute
- Investments – Zvi Bodie, Alex Kane, Alan J. Marcus
- Options Futures and Other Derivatives – John C. Hull

## Certifications & Legal Mentions

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### Certifications :

This course prepares students for the CIIA certification.

# MSC.CFMM2.FICOR.0227 – EU alternative investment funds structuring and regulatory considerations

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : RAKOTOVOLOLONA Heritiana

Teaching Team : RAKOTOVOLOLONA Heritiana

## Academic Characteristics

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Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

This course provides an in-depth examination of the legal, regulatory, and structural dimensions of alternative investment funds within the European Union. It focuses on the regulatory architecture established under AIFMD and related EU legislation governing fund managers, depositaries, valuation procedures, reporting obligations, and cross-border marketing. The course analyzes fund structuring options across private equity, hedge funds, real estate, infrastructure, and venture capital, with particular attention to governance, risk management, compliance, and ESG disclosure requirements. Emphasis is placed on regulatory interpretation, supervisory practice, and practical structuring considerations relevant to asset managers, legal advisors, and institutional investors.

## Pedagogical Objectives

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### Pedagogical Objectives :

- Understand the regulatory perimeter of AIFMD and related EU legislation
- Identify optimal legal structures for alternative investment vehicles
- Analyze governance and risk management obligations of AIFMs
- Assess cross-border marketing and passporting mechanisms
- Evaluate ESG and disclosure requirements under EU sustainable finance rules
- Interpret supervisory and compliance requirements in practical structuring contexts
- Develop the ability to structure an AIF in compliance with EU regulations

## Prerequisites

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### Prerequisites :

- Foundations of Financial Markets
- Corporate Finance

- Introduction to EU Law or Financial Regulation
- Basic knowledge of Investment Funds

## Course Schedule

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### Course Schedule :

#### Part I – Regulatory Foundations

- EU financial regulatory architecture
- AIFMD scope and definitions
- Distinction between AIFs and UCITS

#### Part II – Fund Structuring

- Legal forms and jurisdictions (Luxembourg, Ireland, etc.)
- Open-ended vs. closed-ended structures
- Master-feeder and umbrella structures

#### Part III – Governance and Risk Management

- Role of the AIFM
- Depositary framework
- Valuation policies
- Risk and liquidity management

#### Part IV – Marketing and Cross-Border Distribution

- EU passport
- National private placement regimes
- Third-country considerations

#### Part V – ESG and Tax Considerations

- SFDR classification (Article 6, 8, 9 funds)
- Reporting and transparency requirements
- Tax structuring principles and investor-level implications

## Academic References

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### Academic Reference :

- Alternative Investment Fund Managers Directive
- Undertakings for Collective Investment in Transferable Securities Directive
- Sustainable Finance Disclosure Regulation
- European Securities and Markets Authority (ESMA) Guidelines on AIFMD
- Paul Davies, EU Financial Regulation
- Dirk A. Zetzsche et al., The Alternative Investment Fund Managers Directive

## Certifications & Legal Mentions

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### Certifications :

This course prepares students for the CIIA certification.

# MSC.CFMM2.FICOR.0229 – Extra Financial Performance & LSEG database

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	15.00h	0h	0h	0h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : SAIDANE Dhafer

Teaching Team : BEN ABDALLAH Sana

## Academic Characteristics

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Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

This course provides a comprehensive analysis of extra-financial performance measurement, focusing on impact investing, ESG evaluation, and data-driven sustainability assessment. Students explore the evolution of impact investing from qualitative communication to standardized measurement frameworks, examine regulatory developments shaping ESG disclosure, and analyze methodologies used by major ESG rating agencies. A key component of the course is the practical application of ESG data using the LSEG database, enabling students to extract, interpret, and evaluate corporate sustainability metrics. The course further examines ESG fintech innovations and introduces Sustainable Performance Indicators (SPI) as a structured framework for assessing sustainability performance in financial institutions. The approach combines theoretical foundations, regulatory analysis, and hands-on data applications.

## Pedagogical Objectives

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### Pedagogical Objectives :

- Understand the transition from impact narratives to measurable performance metrics
- Analyze regulatory frameworks governing impact investing
- Compare ESG rating methodologies and identify inconsistencies
- Extract and interpret ESG data using the LSEG database
- Evaluate corporate ESG performance using quantitative indicators
- Apply Sustainable Performance Indicators to real financial institutions
- Assess the role of ESG fintech tools in investment analysis
- Develop practical skills in data-driven sustainability evaluation

## Prerequisites

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Prerequisites :

- Financial Markets
- Corporate Finance
- Basic Knowledge of ESG Concepts

## Course Schedule

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### Course Schedule :

- 1- From Impact Investing To Impact Measurement
  - 1.1.- From communication and verbiage to serious business
  - 1.2. Impact investing: definition and characteristics
  - 1.3. Impact Investment Regulation: A Hard Law approach
  - 1.4. Impact Measurement, Assessment Tools and Methodologies
  - 1.5. Case studies
- 2- ESG Rating agencies
  - 2.1. Reasons for Inconsistencies between ESG rating agencies
  - 2.2. ESG rating agencies: an overview
  - 2.3. Introduction of Sustainalytics, MSCI ESG and Refinitiv methodologies
  - 2.3. Case studies: methods and tools
- 3- Practical cases with LSEG database
  - 3.1. Case studies: ESG reports
- 4- ESG fintechs
- 5- Sustainable performance Indicator
  - 5.1. Introduction
  - 5.2. Methodology
  - 5.3. Case of BDMG Bank
  - 5.4. SPI: Fintech Rating agency application

## Academic References

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### Academic Reference :

- 1- Alan S. Gutterman (2021). Sustainable Finance and Impact Investing. Business Expert Press, LLC
- 2- Alex Nicholls (2021). Impact Measurement and Management in Sustainable Finance. Report Asian Development Outlook 2021: Financing a Green and Inclusive Recovery.
- 3- Ben Abdallah. S., Saïdane. D., & Ben Slama. M. (2020). CSR and banking soundness: A causal perspective. Business Ethics: A European Review. <https://onlinelibrary.wiley.com/doi/abs/10.1111/beer.12294>
- 4- Ben Abdallah. S., Ben Slama. M., Fdhila. I., & Saïdane. D. (2018). Mesure de la performance durable des banques européennes : vers un reporting intégré. Revue d'économie financière . <https://www.cairn.info/revue-d-economie-financiere-2018-1-page-269.htm>
- 5- Daniel Cash (2021). Sustainability Rating Agencies vs Credit Rating Agencies: The Battle to Serve the Mainstream Investor. Palgrave Studies in Impact Finance
- 6- Judith Rodin and Margot Brandenburg (2014). THE POWER OF IMPACT INVESTING: Putting Markets to Work for Profit and Global Good. The Rockefeller Foundation
- 7- Keith Allman and Ximena Escobar de Nogales (2015). Impact Investment: A Practical Guide to Investment Process and Social Impact Analysis + Website, Wiley
- 8- Mario La Torre (2017). Impact Investing: Instruments, Mechanisms and Actors. Palgrave Studies in Impact Finance.
- 9- MSCI (2023). MSCI ESG ratings methodology: Executive Summary. MSCI ESG Research,
- 10- LSEG (2023). Environmental, social and governance (esg) scores from LSEG
- 11- Sustainalytics (2023). The ESG risk rating: frequently asked questions – for companies

## Certifications & Legal Mentions

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### Certifications :

This course prepares students for the CIIA certification.

## RSE / IA

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RSE IA

# MSC.CFMM2.FICOR.0228 – Macroeconomics and financial markets

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0h	0h	0h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : FERRARA Laurent

Teaching Team : FERRARA Laurent

## Academic Characteristics

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Credits : 2    Discipline : Economie    Teaching Languages : English    Open to Exchange : Yes

## Course Description

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### Course Description :

This course introduces the core analytical tools of macroeconomics with a particular emphasis on the interaction between macroeconomic variables and financial markets. Key concepts such as output determination, inflation, monetary policy, business cycles, labour markets, and exchange rate dynamics are examined within structured modelling frameworks.

A central component of the course is the IS-LM model, which links real economic activity with financial market equilibrium and monetary policy. The course further extends the analysis to open economy macroeconomics, exploring interest rates, exchange rates, capital flows, and international price dynamics. Students develop the ability to interpret macroeconomic developments and assess their implications for financial markets and policy decisions.

## Pedagogical Objectives

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### Pedagogical Objectives :

- Understand and interpret key macroeconomic variables and their measurement
- Analyze equilibrium in goods and money markets using the IS-LM framework
- Explain the transmission of monetary policy to financial markets and output
- Evaluate inflation dynamics and business cycle fluctuations
- Analyze labour market equilibrium and unemployment mechanisms
- Understand exchange rate determination and international macroeconomic linkages
- Apply macroeconomic models to practical policy and financial market contexts
- Develop analytical reasoning using simplified economic modeling tools

## Prerequisites

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**Prerequisites :**

- Introductory Economics (Micro and Macro)
- Basic Mathematics for Economics
- Financial Markets Fundamentals

**Course Schedule**

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**Course Schedule :****Part I – Macroeconomic Foundations**

- National income accounting
- Aggregate demand and supply
- Key macroeconomic indicators

**Part II – Goods and Financial Markets**

- Consumption and investment
- Money demand and money supply
- IS-LM model and equilibrium
- Monetary policy in closed economy

**Part III – Inflation, Output, and Business Cycles**

- Phillips curve
- Inflation expectations
- Business cycle analysis
- Stabilization policies

**Part IV – Labour Markets and Growth**

- Labour market equilibrium
- Unemployment theory
- Long-run growth basics

**Part V – Open Economy Macroeconomics**

- Exchange rate determination
- Interest rate parity
- Balance of payments
- Monetary and fiscal policy in open economies

**Part VI – Macroeconomics and Financial Markets Applications**

- Policy shocks and financial asset reactions
- Practical case studies
- Scenario analysis

**Academic References**

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**Academic Reference :**

- Macroeconomics – Olivier Blanchard
- Macroeconomics – N. Gregory Mankiw
  
- International Macroeconomics – Maurice Obstfeld & Kenneth Rogoff
- Macroeconomics and Financial Markets – David Romer

**Certifications & Legal Mentions**

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**Certifications :**

This course prepares students for the CIIA certification.

# MSC.CFMM2.FICOR.0230 – Market regulation, Structure and Compliance

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	9.00h	0h	0h	0h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : SAIDANE Dhafer

## Academic Characteristics

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Credits : 1

Discipline : N/A

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

This course provides a comprehensive examination of financial market regulation, market structure, and compliance mechanisms. It analyzes the institutional architecture governing financial markets, the role of supervisory authorities, and the regulatory frameworks that ensure market integrity and investor protection. Students study trading systems, market infrastructure, transparency requirements, and post-trade mechanisms. The course further explores compliance management systems within financial institutions, focusing on regulatory risk identification, monitoring, and reporting. Special attention is given to market abuse regulation, anti-money laundering frameworks, and cross-border regulatory coordination. The course combines legal analysis, regulatory interpretation, and practical compliance applications.

## Pedagogical Objectives

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Pedagogical Objectives :

- Understand the institutional structure of financial market regulation
- Identify the roles and powers of supervisory authorities
- Analyze market infrastructure and trading mechanisms
- Interpret transparency and disclosure obligations
- Detect and assess market abuse risks
- Develop compliance frameworks within financial institutions
- Evaluate regulatory reporting requirements
- Understand cross-border regulatory coordination
- Apply regulatory principles to real-world financial market scenarios

## Prerequisites

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Prerequisites :

- Financial Markets
- Corporate Finance
- Basic Understanding of Financial Instruments

## **Course Schedule**

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### **Course Schedule :**

#### **Part I – Financial Market Structure and Institutions**

- Market participants
- Exchanges and trading platforms
- Regulatory architecture

#### **Part II – Regulatory Framework and Supervision**

- Securities regulation
- Supervisory powers
- Regulatory reporting

#### **Part III – Market Infrastructure**

- Clearing and settlement systems
- Central counterparties
- Post-trade mechanisms

#### **Part IV – Market Integrity and Compliance**

- Market abuse regulation
- Insider trading
- AML/CFT compliance
- Internal control systems

#### **Part V – Cross-Border Regulation and Emerging Trends**

- International regulatory coordination
- Regulatory convergence
- RegTech and supervisory technology

## **Academic References**

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### **Academic Reference :**

- Markets in Financial Instruments Directive
- Market Abuse Regulation
- Capital Requirements Directive
- European Securities and Markets Authority
- Bank for International Settlements
- Financial regulation textbooks and supervisory guidelines

## **Certifications & Legal Mentions**

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### **Certifications :**

This course prepares students for the CIIA certification.

## MSc IMBD International Marketing and Business Development

### *MSc M2 IMBD SPRING LILLE Core Courses (4 maximum)*

## MSC.IMBM2.MKCOR.0090 – Business Development & Sales

MSc, PGE

### Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0.00h	0.00h	0.00h	0%	100%	<b>100%</b>

### Course Manager & Teaching Team

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Course Manager : SPIER Peter

### Academic Characteristics

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Credits : 4    Discipline : Marketing    Teaching Languages : French;English    Open to Exchange : Yes

### Course Description

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#### Course Description :

This course covers two strongly related areas: business development and sales. Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing. Two other courses: international business development and new business development focus on these aspects of business development. This course is more concerned with areas such as key account management, sales methods and developing business in existing markets with existing customers. SALES: The sales component of the course provides will help to develop selling skills and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situation and reveal how very different sales can be in different sectors. We will look at transactional bargaining situations moving through to more complex situations involving consultative- and solution-selling approaches. Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position and to communicate and defend value. This course is a 'must' for students who wish to follow a career or spend their first years in sales or marketing. It will help to build confidence and cover the kind of techniques used in companies. The course will be interactive, and students will be expected to participate fully with live simulations. The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources, job interviews, internal selling... This part of the course goes hand in hand with the business development part that looks more specifically at Key account management and negotiation.

#### BUSINESS DEVELOPMENT

Business development involves identifying, analyzing and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then making things happen. It is this combination of analysis and strategic vision with a concern for the practical side of things that make the activity so satisfying. This course will look at how companies in a range of sectors grow - whether in new or existing markets, with

new or existing clients -, how decisions about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place. There will be a natural focus on the role of key account managers, who are key players in developing business. In Sophia, Lille, Belo and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris and Raleigh students will be able to opt for this event as an elective.

## Prerequisites

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### Prerequisites :

Intermediate marketing advisable

## Academic References

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### Academic Reference :

Cooper, I, (2012) Financial Times Guide to Business Development, The: How to Win Profitable Customers and Clients (The FT Guides)  
Dixon, M. & Adamson, B. (2013), The Challenger Sale : How to take control of the customer conversation (Portfolio Penguin)  
Eades, K. (2003,) The New Solution Selling (McGraw Hill)  
Heimann, S. (2007), The New Conceptual Selling : the consultative communication process for solution-led selling (Miller Heiman Group)  
Kohne, A, (2022) Business Development: Processes, Methods and Tools  
Maister, D. et al. (2002), The Trusted Advisor (Simon & Schuster)  
Rackham, N.(1995), Spin Selling (Routledge)  
Ross, A. & Tyler, M. (2011), Predictable revenue (PebbleStorm)  
Tyler, M. & Donovan, J. (2016), Predictable Prospecting : how to radically increase your B2B sales pipeline

### Websites :

<https://www.insightsquared.com/blog/top-14-sales-skills-every-inside-sales-rep-must-master/>  
<https://blog.hubspot.com/sales/10-essential-selling-skills-2014-infographic>  
<https://blog.hubspot.com/sales/solution-selling>  
[https://en.wikipedia.org/wiki/Solution\\_selling](https://en.wikipedia.org/wiki/Solution_selling)  
<https://www.forbes.com/sites/falonfatemi/2018/08/27/insight-selling-is-the-new-solution-selling/#6cda71f57646>  
<https://kapta.com/key-account-management/mean-trusted-advisor/>  
<https://www.gartner.com/en/sales-service/insights/challenger-sale>  
<https://www.gartner.com/smarterwithgartner/power-challenger-sales-model/>  
<https://testyourself.psychtests.com/bin/transfer>  
<https://fr.slideshare.net/Eloquens/pitch-method-simac-or-persuasive-selling-format>  
<https://en.wikipedia.org/wiki/SONCAS>

## Certifications & Legal Mentions

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### Certifications :

N/A

## RSE / IA

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RSE

# MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	0.00h	0.00h	0.00h	0.00h	40%	60%	100%

## Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : Ana Paula Soares

## Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

### Course Description :

#### ? Career Workshops – Tailored to Your Needs

As a Master 2 student, you benefit from a wide range of career workshops. Depending on your interests and goals, you can select the sessions that are most relevant to your needs. Some are specifically designed for M2 students, while others are open to all.

??From January 2026

#### Set Yourself Up for Success ( January 2026)

Discover the support offered by the Career Center, meet key contacts, and explore the essential resources available to you. Gain clarity on job market challenges and how to tackle them effectively.

#### Job Search Strategy – France & Abroad (February 2026)

Learn how to build a strong and adaptable job search plan for both the French and international markets. Explore how AI tools can boost your efficiency.

#### Master & Leverage LinkedIn in Your Job Search (February 2026)

Optimize your LinkedIn profile, learn to use its free features, and engage professionally with your network to uncover opportunities.

#### Decoding the French Job Market (Feb/March 2026)

Understand key aspects of the French employment landscape: contract types, legal frameworks, taxes, benefits, work permits, and the role of language in career success.

#### ? Workshops Open to All Students

Prepare for a Career Fair (12 January 2026)

Get practical tips to shine at recruitment events. Learn how to engage with recruiters and use AI to prepare

effectively.

CV Masterclass (January/February 2026)

Design a results-oriented CV. Access the right tools and strategies to strengthen your applications and stand out.

Interview Masterclass (February/March 2026)

Practice common and difficult questions, use the STAR method, and refine your professional communication and presence.

Access and registration from your spring K2 space

## **Pedagogical Objectives**

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**Pedagogical Objectives :**

Each workshop have specifics objectives:

M2-Specific Workshops

Set Yourself Up for Success

Identify key Career Center resources and contacts relevant to the final-year job search.  
Understand the structure and challenges of the current job market.

Job Search Strategy – France & Abroad

Design a structured job search strategy adapted to both French and international markets.  
Integrate AI tools into job search routines for improved targeting and efficiency.

Master & Leverage LinkedIn in Your Job Search

Optimize your LinkedIn profile to attract recruiter attention.  
Use LinkedIn features to build a professional network and explore job opportunities.

Decoding the French Job Market

Recognize the main types of employment contracts and related legal obligations.  
Evaluate how language proficiency and cultural norms influence employability in France.

Workshops Open to All Students

Prepare for a Career Fair

Develop an effective pitch tailored to networking and recruitment events.  
Use AI tools to research companies and prepare tailored questions.

CV Masterclass

Build a results-oriented CV aligned with employer expectations.  
Apply tools and feedback to improve structure, clarity, and impact.

Interview Masterclass

Apply the STAR method to answer behavioral interview questions effectively.  
Demonstrate professionalism through verbal and nonverbal communication techniques.

## **Prerequisites**

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**Prerequisites :**

No prerequisites.

## **Course Schedule**

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**Course Schedule :**

ACTIVITY 1 Salary negotiation OBJECTIVES Comprehend the elements of compensation Assess personal market value Embed the negotiation within the recruitment process Explore negotiation strategies Effectively communicate and negotiate with a recruiter MODALITIES 2 hours On line asynchronous K2 ACTIVITE 2 Salary negotiation OBJECTIVES Live practice of negotiation Learn tips from professional recruiter Prepare strong argumentation MODALITIES 1,5 hours Live workshop ACTIVITE 3 International career management OBJECTIVES Learn best practices and ressources to work abroad Set a clear strategy for international career development MODALITIES 1,5 hour On line synchronous FINAL EVALUATION OBJECTIVES Assess understanding of salary negotiation concepts, including market rates and strategies evaluate the participant's understanding of key concepts related to salary negotiation, such as market rates, negotiation strategies, and tactics MODALITIES 1 hour quizz

## Academic References

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Academic Reference :

K2 CAREER MANAGEMENT SPACE  
K2 CAREER TOOLKIT SPACE  
YEP/TALENT AND CAREERS

Websites :

None.

## Certifications & Legal Mentions

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Certifications :

N/A

## RSE / IA

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IA

# MSC.IMBM2.MKCOR.0063 – PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	24.00h	0.00h	0.00h	0.00h	0%	100%	100%

## Course Manager & Teaching Team

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**Course Manager :** SPIER Peter

**Teaching Team :** Lille : LE GENISSEL Yannick Paris : LE GENISSEL Yannick Sophia : LE GENISSEL Yannick Belo : ROSSETTO Dennys Eduardo Suzhou : CORTI Emanuela CARTER Caroline

## Academic Characteristics

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**Credits :** 3    **Discipline :** Marketing    **Teaching Languages :** English    **Open to Exchange :** Yes

## Course Description

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**Course Description :**

After introducing the concepts of product management and then reviewing all the steps of the product development process, from market research to releasing a product range onto the market, the final part of this course will focus on the interactions between all the company departments during the product development process.

This course will give for the student a clear vision about how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them.

Please note: This course may vary across different campuses.

## Prerequisites

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**Prerequisites :**

Having a marketing background in strategic marketing and some basic knowledge about the marketing mix.

## Course Schedule

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**Course Schedule :**

Session 1 Part #1 Knowing the market – Market research;Group assignment #1 Session 2 Part #1 Knowing the market – Range analysis Part #2 Structuring the offer –Product & Price; Group assignment #2 Session 3 Part #2 Structuring the offer – Place & Range planning;Group assignment #3 Session 4 Part #2 Structuring the offer – Product briefing & product development;Group assignment #4 Session 5 Part #3 Commercializing the range - Promotion; Group assignment #5 Session 6 Part #3 Commercializing the range – Range release; Group

assignment #6 Session 7 Part #4 getting the company crew committed; Mock exam Session 8 Final case study; Final case study

## **Academic References**

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### **Academic Reference :**

Mastering Product Management – A step-by-step guide, Kevin Brennan, 2019  
Product design and development, Ulrich Karl T., Eppinger Steve D., 2012. 5th ed. McGraw-Hill

## **Certifications & Legal Mentions**

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### **Certifications :**

N/A

### **RSE / IA**

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RSE

# MSC.IMBM2.MKCOR.0031 – UNDERSTANDING THE ELUSIVE CONSUMER

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0.00h	0.00h	0.00h	50%	50%	100%

## Course Manager & Teaching Team

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**Course Manager :** SPIER Peter

**Teaching Team :** Lille : BISOGNIN CASTILHOS Rodrigo Paris : MECIT Alican, STAUB Cornelia Sophia : SOSCIA Isabella Belo : FIGUEIREDO Carla Suzhou : SUN Xiaochi

## Academic Characteristics

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**Credits :** 4    **Discipline :** Marketing    **Teaching Languages :** English    **Open to Exchange :** Yes

## Course Description

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**Course Description :**

Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. Today's marketing manager has to possess an in-depth, scientific understanding of consumer judgment and decision-making but also of the way consumption functions in People's lives.

The primary goal of this course is to provide a strong foundation for critical thinking in the area of consumer behavior through:

- focusing on the transition from a traditional economics-driven to a subtler understanding of consumers,
- discussing the recent developments in the area with special emphasis on the psychological and socio-cultural advances.

## Prerequisites

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**Prerequisites :**

Market research notion, Introduction to Marketing, Research Methods

## Course Schedule

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**Course Schedule :**

The course will deal with the following content: Session 1 Course introduction Group Formation Session 2 Psychological Dimensions of Consumption Group project Session 3 Psychological Dimensions of Consumption Group project Session 4 Psychological Dimensions of Consumption Workshop Session 5 Socio-Cultural Dimensions of Consumption Group project Session 6 Socio-Cultural Dimensions of Consumption Group project

## Academic References

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### Academic Reference :

Blackwell, R.; Miniard, P; Engel, J. (2001). Consumer behavior (9th ed.). Orlando: Harcourt Publishers  
Khaneman , Daniel (2011). Thinking, fast and slow. New York: Farrar, Straus and Giroux, 2011. Arnould, Eric J., Thompson, Craig J. (2018). Consumer culture theory. London: Sage

The list of weekly mandatory readings is provided below. - Recommended textbook: Solomon, Michael R. (2015). Consumer Behavior, Global Edition, 11th Edition, London: Pearson.  
Cass R. Sunstein, Nudging: A Very Short Guide, 37 J. Consumer Pol'y 583 (2014). Schau, Hope J. (2018) Identity Projects and the Marketplace, Consumer Culture Theory. London: Sage, pp. 19-39.  
Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Cláudia Simões (2020), Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals, JM, 45-66.  
Iyengar, Sheena S., and Mark R. Lepper. When choice is demotivating: Can one desire too much of a good thing? JPSP, 79.6 (2000): 995-1006.  
Simonson, Itamar (1989), Choice Based on Reasons: The Case of Attraction and Compromise Effects, JCR, 16, 158-174. Nedungadi, Prakesh. (1990), Recall and Consideration Sets: Influencing Choice Without Altering Brand Evaluations. JCR, 17, 263-276.  
Lee, A. Y., & Labroo, A. A. (2004). The effect of conceptual and perceptual fluency on brand evaluation. JMR, 41(2), 151-165. Gráinne M. Fitzsimons, Tanya L. Chartrand, and Gavan J. Fitzsimons (2008), Automatic Effects of Brand Exposure on Motivated Behavior: How Apple Makes You 'Think Different' JCR, 35, 21-35.  
Kupor, D. M. & Z. L. Tormala. (2015) Persuasion, interrupted: The effects of momentary interruptions on message processing and persuasion, JCR, 300-15 Lowrey, Tina M., and Larry J. Shrum. (2007) Phonetic symbolism and brand name preference, JCR, 34(3), 406-414. Fishbach, A., & Zhang, Y. (2008) Together or apart: When goals and temptations complement versus compete. JPSP, 94(4), 547.  
Sundie, J. M., Kenrick, D. T., Griskevicius, V., Tybur, J. M., Vohs, K. D., & Beal, D. J. (2011) Peacocks, Porsches, and Thorstein Veblen: Conspicuous Consumption as a Sexual Signaling System, JPSP, 100 (4), 664-680.  
Albert M. Muniz, Jr., and Thomas C. O'Guinn. (2001). Brand Community, JCR, 27(4), pp. 412–32.  
HEDIN, Hans, Hirvensalo, Irmeli, Vaarnas, Markko (2014) The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley & Sons.  
KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to the Human Spirit. United States: John Wiley & Sons.  
KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley.

## Certifications & Legal Mentions

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### Certifications :

N/A

### RSE / IA

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RSE

## ***MSc M2 IMBD SPRING LILLE Track Elective Courses ADABD (4 maximum)***

# **MSC.IMBM2.MKELE.0243 – Advanced Strategic Marketing**

MSc, PGE

## **Hours & Assessment**

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	40%	60%	100%

## **Course Manager & Teaching Team**

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Course Manager : HE Guojun

Teaching Team : BISOGNIN CASTILHOS Rodrigo ERTIMUR Burcak

## **Academic Characteristics**

---

Credits : 2    Discipline : Marketing    Teaching Languages : English    Open to Exchange : Yes

## **Course Description**

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### **Course Description :**

Strategic marketing is concerned with key practices such as environmental analysis, competitive positioning, branding, and innovation. In this class, we take a macro-sociocultural approach to inform these key practices and broaden our understanding of strategic marketing. The course will provide students with actionable cultural frameworks to better understand markets, brands, and consumers, and demonstrate how moving from micro to macro, and from individual to collective/societal levels of analyses can help managers make more informed strategic decisions.

## **Prerequisites**

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### **Prerequisites :**

No

## **Academic References**

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### **Academic Reference :**

Arnould, E., Weinberger, M. F., Crockett, D., & Thompson, C. J. (2023). Consumer culture theory. Second Edition. Thousand Oaks: Sage

Dolbec, P. Y., Castilhos, R. B., Fonseca, M. J., & Trez, G. (2022). How established organizations combine logics to reconfigure resources and adapt to marketization: A case study of Brazilian religious schools. *Journal of Marketing Research*, 59(1), 118-135.

Eckhardt, G. M., Houston, M. B., Jiang, B., Lamberton, C., Rindfleisch, A., & Zervas, G. (2019). Marketing in the sharing economy. *Journal of Marketing*, 83(5), 5-27.

Ertimur, B., & Coskuner-Balli, G. (2015). Navigating the institutional logics of markets: Implications for strategic brand management. *Journal of Marketing*, 79(2), 40-61.

Holt, D., & Cameron, D. (2010). *Cultural strategy: Using innovative ideologies to build breakthrough brands*. OUP Oxford.

Maciel, A. F., & Fischer, E. (2020). Collaborative market driving: How peer firms can develop markets through collective action. *Journal of Marketing*, 84(5), 41-59.

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

## **RSE / IA**

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RSE

# MSC.IMBM2.HRELE.0061 – Agile Project Management for Global Markets and Business Development

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	0%	100%	100%

## Course Manager & Teaching Team

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Course Manager : HE Guojun

Teaching Team : GARDINER Paul

## Academic Characteristics

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Credits : 2      Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

On this course you will be part of an organisation of around 8-14 students where you will work in self-organised teams on multiple projects managed within a portfolio. The aim is to develop your project, programme and portfolio management competencies by learning through practice.

## Prerequisites

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Prerequisites :

No

## Academic References

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Academic Reference :

The emphasis in this course is on learning by doing. You will take on different roles and work in project teams to plan, organise, and execute projects with real stakeholders to deliver real benefits. The aim is to put project management into practice using a variety of tools, techniques and templates and from

your own experience and research. Doing projects from start to finish is a summative experience that will build and develop your project manager competencies.

## Certifications & Legal Mentions

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Certifications :

N/A

**RSE / IA**

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RSE

# MSC.IMBM2.MKELE.0215 – Competitive Intelligence for IBD

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	60%	40%	100%

## Course Manager & Teaching Team

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Course Manager : MADUREIRA Luis

Teaching Team : Paris : MADUREIRA Luis

## Academic Characteristics

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Credits : 2    Discipline : Marketing    Teaching Languages : English    Open to Exchange : Yes

## Course Description

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### Course Description :

This course will bridge and leverage several previous courses to provide a full overview, understanding, development, and application in the practice of Competitive Strategy in International Marketing and Business Development. The integration of previous courses is done at the Competitive Intelligence level, which is the discipline that supports the development of actionable insight that supports sound decision-making and strategizing.

+ Brandwatch certification

## Pedagogical Objectives

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### Pedagogical Objectives :

LG1- Responsible Management: Graduates should behave as responsible managers in order to deliver sustainable performance in complex environments.

LO1.2: To select the best course of action to follow in order to behave as responsible managers

LG 2: Work in multicultural teams: Graduates should be able to work effectively in a multicultural team LO2.1: To contribute substantively to the product of a group and demonstrate leadership skills

LO2.2: To recognize and use positively the various dimensions of diversity

LG3: Communication: Graduates should be able to communicate in an international environment. LO3.1: To produce clear, well-organised verbal presentations

LO3.2: To produce clear, well-organised written communication

LG4: Management in Knowledge Economy: Graduates should be able to manage in the global knowledge economy.

LO4.1: To analyze globalization and evaluate its effects on business

LO4.2: To apply theories and key concepts in the field of the management of knowledge assets, technological

progress and innovation

LO4.3: To benchmark existing knowledge and apply it to finding new solutions to problems

LG5: Critical thinking & problem solving in a discipline: Graduates should be able to think critically and to assess business issues in a specialized discipline

LO5.1: To analyze and apply advanced concepts in a specialized discipline

LO5.2: To assess a business issue and formulate solutions in a specialized discipline

## Prerequisites

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### Prerequisites :

Highly recommended: International Business Development (Fall Core), Marketing Research (Fall Core), Understanding Elusive Consumer (Spring Core)

Recommended: Strategic Planning (Spring Elective), Business Intelligence with Data Mining (Spring Elective)

## Course Schedule

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### Course Schedule :

Session 1 Course introduction.

Theoretical Pillar 1: Introduction to CI for IBD; Group Sign up Brandwatch Sign up Preparation for Quiz #1

Session 2 Practice (Final Project) - development of actionable insights to support IBD Strategy Design; Quiz #1 PESTEL and 5 Forces Analysis for Final Project

Session 3 Theoretical Pillar 2: Understanding of the Social Consumer impact and CI Frameworks for IBD Strategy on successful Internationalization; Preparation for Quiz #2

Session 4 Practice (Final Project) - support in the development of Social Consumer and CI frameworks for IBD Strategy Quiz #2 Empathy Map, Value Proposition, 4-Corners

Session 5 Theoretical Pillar 3: collection of real-life data & information supporting the usage of key IBD frameworks; Preparation Quiz #3

Session 6 Practice (Final Project) – support in the development of IBD frameworks for IBD Strategy: Preparation for Quiz #3 Final Project submission: IBD Frameworks

## Academic References

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### Academic Reference :

Required readings:

Madureira, L., Sergeenko, I., & Zaimenko, S. (2023). Competitive Intelligence and International Business Development Strategies for Multinational Enterprises in Conflict Zones: A Study of the Fast-Food Industry During the Russia-Ukraine Conflict. *Journal of Intelligence Studies in Business*, 13(Special Issue 1), 10–32. <https://doi.org/10.37380/jisib.v13iSpecial%20Issue%201.1133>

Recommended:

Collinson, S., Narula, R., & Rugman, A. M. (2016). *International business*. Pearson.

Madureira, L. (2014). Market and Competitor Analysis – Real Exercise. In W. J. Lahneman & R. Arcos (Eds.), *The Art of Intelligence: Simulations, Exercises, and Games* (1st ed., pp. 125–142). Rowman & Littlefield.

Madureira, L., Castelli, M., & Popovic, A. (2019). Design Thinking: The New Mindset for Competitive Intelligence? Impacts on the Competitive Intelligence Model. *Proceedings of the 19th Portuguese Association of Information Systems Conference: Digital Disruption: Living between Data Science, IoT and ... People*, 1–19. <https://aisel.aisnet.org/capsi2019/26>

Madureira, L., Popovic, A., & Castelli, M. (2021). *Competitive Intelligence: A Unified View and Modular*

Definition. *Technological Forecasting and Social Change*, 173, 121086.  
<https://doi.org/10.1016/j.techfore.2021.121086>

Complementary (by Sessions):

Bennett, N., & Lemoine, J. (2014). What VUCA Really Means for You. *Harvard Business Review*, 92(1/2), 1.

Gilad, B., & Herring, J. (2001). CI Certification: Do We Need It? *Competitive Intelligence Magazine*, 4(2), 28–31.

Herring, J. (2008). Defining Competitive Intelligence Needs: The Role of Key Intelligence Topics. In *Starting a Competitive Intelligence Function: A SCIP Best Practices Guide* (1st ed., Vol. 1, pp. 33–42). Competitive Intelligence Foundation.

Herring, J. P. (1999). Key intelligence topics: A process to identify and define intelligence needs. *Competitive Intelligence Review*, 10(2), 4–14. [https://doi.org/10.1002/\(SICI\)1520-6386\(199932\)10:2<4::AID-CIR3>3.0.CO;2-C](https://doi.org/10.1002/(SICI)1520-6386(199932)10:2<4::AID-CIR3>3.0.CO;2-C)

Liew, A. (2013). DIKIW: Data, information, knowledge, intelligence, wisdom and their interrelationships. *Business Management Dynamics*, 2(10), 49–62.

Sawka, K., & Hohhof, B. (Eds.). (2008). *Starting a Competitive Intelligence Function: A SCIP Best Practices Guide* (2019 A SCIP Best Practices Guide, Vol. 3). Competitive Intelligence Foundation; SCIP.org.  
[scip.org/cifoundation/](http://scip.org/cifoundation/)

Bazzell, M. (2021). *Open Source Intelligence Techniques: Resources for Searching and Analyzing Online Information* (8th ed.). CreateSpace Independent Publishing Platform.

Glassman, M., & Kang, M. J. (2012). Intelligence in the internet age: The emergence and evolution of open-source intelligence (OSINT). *Computers in Human Behavior*, 28(2), 673–682.  
<https://doi.org/10.1016/j.chb.2011.11.014>

Green, C. H., Howe, A. P., & Trusted Advisor Associates LLC. (2012). *The Trusted Advisor Fieldbook: A Comprehensive Toolkit for Leading with Trust* (Abstracted). John Wiley & Sons.

Hillemann, J., & Gestrin, M. (2016). The limits of firm-level globalization: Revisiting the FSA/CSA matrix. *International Business Review*, 25(3), 767–775. <https://doi.org/10.1016/j.ibusrev.2016.01.018>

Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors* (1st ed.). Free Press.

Rugman, A. M. (2006). *Inside the Multinationals: The Economics of Internal Markets* (25th Anniversary). Palgrave Macmillan.

Babbar, S., & Rai, A. (1993). Competitive Intelligence for International Business. *Long Range Planning*, 26(3), 103–113. [https://doi.org/10.1016/0024-6301\(93\)90012-5](https://doi.org/10.1016/0024-6301(93)90012-5)

Brandwatch. (2020). *Brandwatch: A new kind of intelligence [Organization]*. Brandwatch.  
<https://www.brandwatch.com/>

Collinson, S., Narula, R., Qamar, A., & Rugman, A. M. (2020). *International business* (8th ed.). Pearson Higher Education.

Cuervo-Cazurra, A., Narula, R., & Un, C. A. (2015). Internationalization motives: Sell more, buy better, upgrade and escape. *Multinational Business Review*, 23(1), 25–35. <https://doi.org/10.1108/MBR-02-2015-0009>

Dass, M., & Kumar, S. (2014). Bringing Product and Consumer Ecosystems to the Strategic Forefront. *Business Horizons*, 57(2), 225–234. <https://doi.org/10.1016/j.bushor.2013.11.006>

Ferguson, S., Henrekson, M., & Johannesson, L. (2021). Getting the Facts Right on Born Globals. *Small Business Economics*, 56(1), 259–276. <https://doi.org/10.1007/s11187-019-00216-y>

Isichei, E. E., Nnia, I., Emmauel, A. K., Igwe, A., Ibe, C. B., & Peterside, G. I. D. (2023). Linking Competitive Intelligence, Learning Orientation and Export Performance of SMEs. *SAGE Open*, 13(2), 21582440231184979. <https://doi.org/10.1177/21582440231184979>

Johanson, J., & Vahlne, J.-E. (1977). The internationalization process of the firm: A model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies*, 8, 23–32. <https://doi.org/10.1057/palgrave.jibs.8490676>

Muller, M.-L. (2007). Competitive Intelligence and International Business. *SA Journal of Information Management*, 9(1), 1–7. <https://doi.org/10.4102/sajim.v9i1.10>

Nunes, M. P., & Lequain, L. de S. (2016). The Application of Competitive Intelligence in Export Markets Selection: A Comparative Analysis of Four Methods. 11(3), 22–35. <https://doi.org/10.18568/1980-4865.11322-35>

Steenkamp, E., Viviers, W., & Cuyvers, L. (2012). Overview of International Market Selection Methods. In L. Cuyvers & W. Viviers (Eds.), *Export Promotion: A decision support model approach* (1st ed., pp. 27– 51). African Sun Media. <https://doi.org/10.18820/9780992180614/03>

Tarek, B. H., Zouhayer, M., & Adel, G. (2019). Entrepreneurial Competitive Intelligence Between Uppsala Model and Born Global Theories in the Case of North African SMEs. *Journal of the Knowledge Economy*, 10(2), 734–755. <https://doi.org/10.1007/s13132-017-0489-6>

Few more articles posted on K2 platform

## **Certifications & Legal Mentions**

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### **Certifications :**

Bradwatch (optinal)

### **RSE / IA**

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RSE IA

# MSC.IMBM2.MKELE.0197 – Google Tools and SEM

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	40%	60%	100%

## Course Manager & Teaching Team

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Course Manager : HE Guojun

Teaching Team : CARTER Caroline

## Academic Characteristics

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Credits : 2    Discipline : Marketing    Teaching Languages : English    Open to Exchange : Yes

## Course Description

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### Course Description :

To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.

Digital plays a pivotal role in winning organizations: marketers combine consumer insights, creativity with data analytics to develop the key digital interfaces of the company with the customer: e-commerce, a website, an application, social media platforms, digital advertising etc.

And then, marketers must optimize their Search (SEM/SEO/SEA) plan with the use of Google Analytics and Console.

Students will develop a strong understanding of these areas and learn by undertaking real-world projects with real world experts, with the focus on SEM & Analytics.

## Prerequisites

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### Prerequisites :

None

## Course Schedule

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### Course Schedule :

Session 1. Group creation and Course Evaluation Discussion. Introduction: Understanding the concept of SEO, SEM, Digital Marketing. What is SEM, why? Common misconception of SEM, Traffic acquisition, Keyword Research, Driving the right kind of traffic. Session 2. Final Project discussion and planning. Introduction to SEO/SEM Tools (SEMrush, Google Search Console....., Marketing campaigns (Pay -Per- Click.) , Different Levers of Traffic generation, Comparison to competitors that will lead to Hands on Activity Session 3. Navigational Keyword -Singular Plural keyword, User Intent, Hashtag for Likes, Ethics of SEO/SEM, Case

Study, Discussion Session 4. Key steps of SEM, Using CHATGPT for Ad Campaign and Setting, Audience Analysis, Google Trends, Google AdWords, Social Media Marketing, Content Marketing and Optimization  
Session 5. Piloting and Defining KPI in Detail (Traffic, conversion...), Summarizing/Review the whole course.  
Session 6. Group Presentation: For group presentation students choose any one hypothetical ad campaign (options given by the instructor Few examples, (Protein powder, Organic skin care Product, services. [pet care service, personal trainer] .....)) and based on that they could choose one Analytical Tool (For Example Google AdWords, SEMrush, SEO review tools...). Presentation Topic Example "How to do keyword research for SEM?"

## **Academic References**

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### **Academic Reference :**

- Lectures and articles on K2
- Real world websites / consulting clients
- Real world Guest Speaker, expert with 20+ years in SEM
- Google Tools, SEM Tools

## **Certifications & Legal Mentions**

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### **Certifications :**

N/A

## **RSE / IA**

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RSE IA

## ***MSc M2 IMBD SPRING LILLE Track Elective Courses DTM (4 maximum)***

# **MSC.IMBM2.MKELE.0242 – Advanced Quantitative Methods**

MSc, PGE

## **Hours & Assessment**

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	0%	100%	<b>100%</b>

## **Course Manager & Teaching Team**

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Course Manager : HE Guojun

Teaching Team : TRAN Thi Thanh Huong

## **Academic Characteristics**

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Credits : 2

Discipline : Marketing

Teaching Languages : English

Open to Exchange : Yes

## **Course Description**

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### **Course Description :**

This course provides a foundational understanding of quantitative data analysis, emphasizing the application of statistical methods and techniques using a statistical software. Students will learn to effectively analyze quantitative data through various statistical tests, including descriptive, explanatory, and predictive analyses. The course focuses on building practical skills in interpreting statistical results, enabling students to support and enhance managerial decision-making processes as well as conduct academic research for their Master thesis. By the end of the course, students will be equipped to confidently apply a statistical software to analyze quantitative data and interpret results real-world scenarios, driving data-driven decisions across diverse business contexts.

## **Prerequisites**

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### **Prerequisites :**

No

## **Academic References**

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### **Academic Reference :**

Textbook: Statistics for Marketing and Consumer Research

<https://skema.scholarvox.com/catalog/book/docid/88859111?searchterm=%22Discovering%20Statistics%20Using%20SPSS%22>.

Additional reference book: Analyzing Quantitative Data

<https://skema.scholarvox.com/catalog/book/docid/88869070?searchterm=%22Discovering%20Statistics%20Using%20SPSS%22>

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

## **RSE / IA**

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RSE IA

# MSC.IMBM2.MKELE.0228 – Digital Marketing

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	70%	30%	100%

## Course Manager & Teaching Team

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Course Manager : HE Guojun

Teaching Team : Jean-François Detout and probably guest speakers

## Academic Characteristics

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Credits : 2    Discipline : Marketing    Teaching Languages : English    Open to Exchange : Yes

## Course Description

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### Course Description :

Digital transformation has become a survival imperative for traditional groups and a tremendous opportunity for pure players to gain market share from scratch. This course allows you to understand the functioning of successful companies, to set up an effective monitoring and to modify the business model of your company in an iterative approach.

In this 18-hour module, you will learn how to create a digital benchmark, how to set up a permanent monitoring and decision-making system and how to adopt a user-centric approach. Several methods and theoretical elements will be taught, such as the Zero Moment Of Truth, User Generated Content and project management methods such as MOST or OKR. The teacher's aim is to impart knowledge but also really activable and decision-oriented skills.

The course is decision-oriented and also includes a numerical approach based on return on investment. The certified student will thus be able to analyze the internal and external costs of a digital project and envisage a financial return on investment.

The challenges are therefore multiple: to create an internal digital diagnosis of the company, to position the company in relation to its competitors, to define achievable objectives, to position the role of digital in the company's global strategy, to decide on and implement an action plan, to monitor the work carried out by the teams and to propose a holistic vision of the digital project via strategic and readable KPIs for the attention of the Management.

A strong focus is put on the ecological dimension of the digital strategy by carrying out a double analysis. Firstly, we will measure the carbon footprint of the digital ecosystem put in place. Secondly, we will audit the carbon footprint of the logistical dimension of the project (transport, storage, etc.). Finally, we will include in the response to the case study actions aimed at reducing or offsetting the carbon footprint.

## Pedagogical Objectives

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Pedagogical Objectives :

- to optimize the on-site strategy
- to define a traffic management campaign
- to measure its KPI and ROI

## Prerequisites

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**Prerequisites :**

none

## Course Schedule

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**Course Schedule :**

Customer-centricity ZMOT, benchmark, user-centricity, UGC Ecological strategy, trends, Customer Journey Canvas Mobile first, Pain Points, MQL, Smart Search Engine Traffic Management Acquisition strategy, KPIs, channels Key Performance Indicators Digital KPIs, like CLV, CES, CES and ROAS

## Academic References

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**Academic Reference :**

<https://www.pearson.fr/fr/book/?GCOI=27440100256610>

<https://www.pearson.com/en-gb/subject-catalog/p/digital-business-and-e-commerce/P200000010770/9781292457536>

**Websites :**

[https://skillshop.exceedlms.com/student/collection/1384851-fundamentals-of-digital-marketing?sid=6aab49bc-c72d-442c-aea7-7c5825d17fb2&sid\\_i=0](https://skillshop.exceedlms.com/student/collection/1384851-fundamentals-of-digital-marketing?sid=6aab49bc-c72d-442c-aea7-7c5825d17fb2&sid_i=0)

[https://academy.hubspot.com/?hubs\\_content=academy.hubspot.com%2F&hubs\\_content-cta=English](https://academy.hubspot.com/?hubs_content=academy.hubspot.com%2F&hubs_content-cta=English)

## Certifications & Legal Mentions

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**Certifications :**

N/A

## RSE / IA

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IA

# MSC.IMBM2.MKELE.0229#3 – Meta certification (FB & Instagram) Spring

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	50%	50%	100%

## Course Manager & Teaching Team

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**Course Manager :** HE Guojun

**Teaching Team :** Lille : POHU Jérémy Paris : POHU Jérémy Sophia : POHU Jérémy Belo : POHU Jérémy Raleigh : POHU Jérémy

## Academic Characteristics

---

**Credits :** 2    **Discipline :** Marketing    **Teaching Languages :** English    **Open to Exchange :** Yes

## Course Description

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**Course Description :**

Over 2.8 million monthly users on Facebook and Instagram and every day they discover new brands, products, and services. Advertising on Facebook and Instagram is part of almost every business today to increase brand awareness, website traffic, and sales. In this Masterclass, you will learn how to create a Facebook and Instagram Ads campaign with a former Facebook employee and get officially META certified.

100% online course to prepare FB/Instagram certification

## Prerequisites

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**Prerequisites :**

Have a laptop with a camera and microphone and access to high-speed internet  
Basics knowledge of Marketing

## Course Schedule

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**Course Schedule :**

Session 1 Introduction to META advertising Session 2 Campaign objectives and budget; Assignments - Knowledge Check Session 3 Targeting and placements; Assignments - Knowledge Check Session 4 Ads Creative and policy Assignments - Knowledge Check Session 5 Strategy and Implementation; Assignments - Case study Session 6 Practice exam and correction; MCQ

## Academic References

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**Websites :**

[www.facebookblueprint.com](http://www.facebookblueprint.com) <https://www.facebook.com/business/learn/certification/exams/100-101-exam>

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

**RSE / IA**

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IA

# MSC.IMBM2.MKELE.0181 – UX DESIGN AND USABILITY

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	40%	60%	100%

## Course Manager & Teaching Team

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Course Manager : HE Guojun

Teaching Team : Lille : VALITOVA Gulnara Paris : NIZON Emilien Sophia : NIZON Emilien ILLINGWORTH Juanita

## Academic Characteristics

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Credits : 2    Discipline : Marketing    Teaching Languages : English    Open to Exchange : Yes

## Course Description

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Course Description :

Through this 18 hour program, students will learn how to understand user behavior, needs and motivations using several methodologies, how they react, and how to trigger their attention on a website or an app.

## Prerequisites

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Prerequisites :

No prerequisite. Bringing a personal laptop at every single class is compulsory.

## Course Schedule

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Course Schedule :

Session 1 – 3h Kick-off of the class Group creation  
Session 2 - 3h NPS, eye-tracking, and card sorting activity  
Session 3 – 3h Heatmaps  
Session 4 – 3h Workshop 1/2 : running your first usability tests  
Session 5 – 3h Workshop 1/2 : running your first usability tests  
Session 6 – 3h Group presentations  
Group presentations

## Academic References

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Academic Reference :

Understanding Your Users : A Practical Guide to User Research Methods Ed. 2. Baxter, Kathy, Courage, Catherine, Caine, Kelly. Elsevier Science, 2015  
Practical UX Design. Faranello, Scott. Packt Publishing, 2016

Websites :

The links will be available on K2 (SKEMA's knowledge platform)

## **Certifications & Legal Mentions**

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Certifications :

N/A

## **RSE / IA**

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IA

## ***MSc M2 IMBD SPRING LILLE Elective Courses (1 maximum)***

# **MSC.IMBM2.MKELE.0128 – Negotiation**

MSc, PGE

## **Hours & Assessment**

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0.00h	0.00h	0.00h	60%	40%	<b>100%</b>

## **Course Manager & Teaching Team**

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Course Manager : SPIER Peter

Teaching Team : Lille : PERELAER Pierre

## **Academic Characteristics**

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Credits : 2    Discipline : Marketing    Teaching Languages : French;English    Open to Exchange : Yes

## **Course Description**

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Course Description :

This course is positioned as a complement aside the classic courses of marketing :

- At the end of their studies, about 50% of the students in Economics, Business Development, ... start in their professional life with a commercial function.
- Companies offer more jobs in sales than in marketing positions (with a ratio of 10 for 1 according to some surveys).

The purpose is thus to give the participants some understanding of what negotiation is, to develop their own personal skills in negotiation, and to give them benchmarks about professional commercial behaviour, should they have tomorrow an occupation in Sales & Marketing.

## **Prerequisites**

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Prerequisites :

None

## **Academic References**

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Academic Reference :

Tracy, Brian. (2013). Negotiation. Amacom, 2013 <http://www.scholarvox.com/catalog/book/docid/88813662>

## **Certifications & Legal Mentions**

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Certifications :

N/A

**RSE / IA**

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RSE

# MSC.IMBM2.MKELE.0239 – Trade Marketing and Category Management

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0h	0h	0h	40%	60%	100%

## Course Manager & Teaching Team

Course Manager : HE Guojun

Teaching Team : MADUREIRA Luis

## Academic Characteristics

Credits : 2    Discipline : Marketing    Teaching Languages : English    Open to Exchange : Yes

## Course Description

### Course Description :

Trade Marketing and Category Management are at the heart of developing retail brands, be it in stores or on the web. It is a main driver impacting: - Increasing demand at wholesaler, retailer or distributor level - Methods of Trade Marketing - Current trends in trade marketing - Store & web profitability (buyer rate, average basket, contribution/m<sup>2</sup>,...) - Customer experience and retention, - Value proposition differentiation - Merchandising and Supply Chain optimization - Vendor relationships  
The course will detail all the key concepts of Category Management and will enable all participants to build an actual category plan through an “on the ground” case study.

## Pedagogical Objectives

### Pedagogical Objectives :

By the end of this course, students will be able to:

Analyze the role of Trade Marketing and Category Management in enhancing retail brand performance across physical and digital channels.

Aligned Competency: Strategic Retail Marketing Analysis

Evaluate the impact of Trade Marketing on demand generation across wholesalers, retailers, and distributors.

Aligned Competency: Commercial Strategy & Market Understanding

Identify and explain current trends and key methods in Trade Marketing and their relevance to store and web profitability (e.g., buyer rate, average basket, contribution/m<sup>2</sup>).

Aligned Competency: Retail Analytics & Market Trends

Design a customer-centric value proposition that differentiates a brand within a category.

Aligned Competency: Customer Experience & Value Creation

Apply merchandising principles and supply chain strategies to optimize category performance and customer satisfaction.

Aligned Competency: Operational Excellence in Merchandising & Supply Chain

Develop a complete Category Management plan based on real-life case studies, incorporating data analysis, customer insights, and collaboration with vendors.

Aligned Competency: Integrated Category Planning & Execution

Assess the effectiveness of trade marketing campaigns and category initiatives using performance metrics and KPIs.

Aligned Competency: Performance Measurement & Continuous Improvement

Collaborate with cross-functional stakeholders (e.g., sales, supply chain, vendors) to co-create effective in-store and online category strategies.

Aligned Competency: Teamwork & Cross-functional Communication

## Prerequisites

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**Prerequisites :**

Intermediate marketing

## Academic References

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**Academic Reference :**

Berkhout, C. (2015). Retail marketing strategy: Delivering shopper delight. Scholarvox.  
<https://www.scholarvox.com>

Cogitore, S. (n.d.). Le category management. Dunod.

Kim, W. C., & Mauborgne, R. (2005). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business School Press.

Ries, A., & Trout, J. (1994). The 22 immutable laws of marketing: Violate them at your own risk. HarperBusiness.

Chevalier, M., & Gutsatz, M. (2012). Luxury retail management: How the world's top brands provide quality product and service support. Wiley. (available in scholarvox)

Doppler, S., & Steffen, A. (Eds.). (2020). Case studies on food experiences in marketing, retail, and events. Woodhead Publishing. (available in scholarvox)

Kotler, P., Armstrong, G., & Balasubramanian, S. (2023). Principles of marketing (19th ed.). Pearson. (Available in the skema pearson online library)

## Certifications & Legal Mentions

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**Certifications :**

N/A

## RSE / IA

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RSE IA

## MSc PMBD Project Management for Business Development

***MSc M2 PMBD SPRING LILLE Core Courses (8 maximum)***

### **MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2**

MSc, PGE

#### **Hours & Assessment**

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	0.00h	0.00h	0.00h	0.00h	40%	60%	<b>100%</b>

#### **Course Manager & Teaching Team**

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Course Manager : ANDRE Nathalie

Teaching Team : MARTEIL Zuzana TOSELLI Camille

#### **Academic Characteristics**

---

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : No

#### **Course Description**

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Course Description :

Career Workshops – Tailored to Your Needs

As a Master 2 student, you benefit from a wide range of career workshops. Depending on your interests and goals, you can select the sessions that are most relevant to your needs. Some are specifically designed for M2 students, while others are open to all.

??From January 2026

Set Yourself Up for Success ( January 2026)

Discover the support offered by the Career Center, meet key contacts, and explore the essential resources available to you. Gain clarity on job market challenges and how to tackle them effectively.

Job Search Strategy – France & Abroad (February 2026)

Learn how to build a strong and adaptable job search plan for both the French and international markets. Explore how AI tools can boost your efficiency.

Master & Leverage LinkedIn in Your Job Search (February 2026)

Optimize your LinkedIn profile, learn to use its free features, and engage professionally with your network to uncover opportunities.

Decoding the French Job Market (Feb/March 2026)

Understand key aspects of the French employment landscape: contract types, legal frameworks, taxes, benefits, work permits, and the role of language in career success.

? Workshops Open to All Students

Prepare for a Career Fair (12 January 2026)

Get practical tips to shine at recruitment events. Learn how to engage with recruiters and use AI to prepare effectively.

CV Masterclass (January/February 2026)

Design a results-oriented CV. Access the right tools and strategies to strengthen your applications and stand out.

Interview Masterclass (February/March 2026)

Practice common and difficult questions, use the STAR method, and refine your professional communication and presence.

Access and registration from your spring K2 space

## **Pedagogical Objectives**

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**Pedagogical Objectives :**

Each workshop have specifics objectives:

M2-Specific Workshops

Set Yourself Up for Success

Identify key Career Center resources and contacts relevant to the final-year job search.  
Understand the structure and challenges of the current job market.

Job Search Strategy – France & Abroad

Design a structured job search strategy adapted to both French and international markets.  
Integrate AI tools into job search routines for improved targeting and efficiency.

Master & Leverage LinkedIn in Your Job Search

Optimize your LinkedIn profile to attract recruiter attention.  
Use LinkedIn features to build a professional network and explore job opportunities.

Decoding the French Job Market

Recognize the main types of employment contracts and related legal obligations.  
Evaluate how language proficiency and cultural norms influence employability in France.

Workshops Open to All Students

Prepare for a Career Fair

Develop an effective pitch tailored to networking and recruitment events.  
Use AI tools to research companies and prepare tailored questions.

CV Masterclass

Build a results-oriented CV aligned with employer expectations.  
Apply tools and feedback to improve structure, clarity, and impact.

Interview Masterclass

Apply the STAR method to answer behavioral interview questions effectively.  
Demonstrate professionalism through verbal and nonverbal communication techniques.

## **Prerequisites**

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**Prerequisites :**

No prerequisites.

## Course Schedule

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### Course Schedule :

ACTIVITY 1 Salary negotiation OBJECTIVES Comprehend the elements of compensation Assess personal market value Embed the negotiation within the recruitment process Explore negotiation strategies Effectively communicate and negotiate with a recruiter MODALITIES 2 hours On line asynchronous K2 ACTIVITE 2 Salary negotiation OBJECTIVES Live practice of negotiation Learn tips from professional recruiter Prepare strong argumentation MODALITIES 1,5 hours Live workshop ACTIVITE 3 International career management OBJECTIVES Learn best practices and resources to work abroad Set a clear strategy for international career development MODALITIES 1,5 hour On line synchronous FINAL EVALUATION OBJECTIVES Assess understanding of salary negotiation concepts, including market rates and strategies evaluate the participant's understanding of key concepts related to salary negotiation, such as market rates, negotiation strategies, and tactics MODALITIES 1 hour quiz

## Academic References

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### Academic Reference :

K2 CAREER MANAGEMENT SPACE  
K2 CAREER TOOLKIT SPACE  
YEP/TALENT AND CAREERS

### Websites :

None.

## Certifications & Legal Mentions

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### Certifications :

N/A

## RSE / IA

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IA

USE OF AI in career management

# MSC.PPMM2.PMCOR.0086 – Managing Risk, Uncertainty and Complexity

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0.00h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : FERNANDES Marlon

Teaching Team : FERNANDES Marlon

## Academic Characteristics

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Credits : 2      Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firm's portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.

Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.

With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical stakeholders sources of these unpredictable situations to have an effective organisation to manage under uncertainty.

## Prerequisites

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### Prerequisites :

None.

## Course Schedule

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### Course Schedule :

1 – INTRODUCTION : Risk management process, PMI and standard point of view => all methodes are the same  
2 – COMPLEX PROJECT : Defining Multi-dimensions in project, Vision-Implementation-Organization model  
3 – UNCERTAINTIES : Identifying uncertainties coming from project actors and impacting project deliverables  
4 – MANAGING UNCERTAINTIES : influences and network design of the project organization

## Academic References

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### Academic Reference :

REQUIRED READINGS - PMBOK Guide, Chapter 11 : Project Risk management - PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk  
RECOMMENDED READINGS - Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. International Journal of Project Management, 24, 687-698. - De Meyer, A., Loch, C.H., Pich, M.T., 2002. Managing Project Uncertainty : From Variation to Chaos. MIT Sloan Management Review, winter 2002, 60-67 - Geraldi, J.G., Maylor, H., Williams, T., 2011. Now, let s make it really complex (complicated): A systematic review of the complexities of projects. International Journal of Operations & Production Management, 31, 966-990 - Loch, C.H., Solt, M.E., Bailey, E.M., 2008. Diagnosing Unforeseeable Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46. - Simon, H.A., 1969. The Science of the Artificial. MIT Press, Boston - Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347 - Sommer, S.C., Loch, C.H., Dong, J., 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. Organization Science, vol. 20, 118-133. - White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11

### Websites :

None.

## Certifications & Legal Mentions

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### Certifications :

N/A

# MSC.PPMM2.PMCOR.0075 – Organizational Performance Management

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	50%	50%	100%

## Course Manager & Teaching Team

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Course Manager : SAINTOT Valérie

Teaching Team : Valérie M. Saintot, LL.M, PhD

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

This course equips project and programme managers with essential tools and methods for organisational performance management, moving from vision, mission, and strategy to measurable outcomes. Using the Balanced Scorecard as a guiding framework, participants will apply diagnostic tools such as SWOT and the fishbone diagram, define strategic objectives, and translate them into meaningful KPIs. Through a group consulting mission, students will work on a digital transformation case study that incorporates sustainability goals and emerging considerations around AI. The course emphasizes effective communication, collaborative problem-solving, and the practical application of performance tools in complex organisational settings.

## Pedagogical Objectives

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### Pedagogical Objectives :

- 1) Grasp the fundamentals of organisational performance management and its role in strategic execution to usefully advise decision-makers and guide teams.
- 2) Familiarize yourself with strategic concepts such as vision, mission, and stakeholder mapping to have a well built and relevant toolbox to intervene impactfully.
- 3) Be comfortable working in teams and communicating ideas clearly in written and spoken form by learning by doing and working in small teams during the classes.

## Prerequisites

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### Prerequisites :

Interest in strategy and performance management and the bridge between project management and organisational performance.

## Course Schedule

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### Course Schedule :

Session 1& 2 Session 1. Introduction to organisational management and performance improvement - Strategy execution and link with operations - Barriers to strategy execution - Developing the strategic change agenda - Translating the strategy and developing the strategy map - Workshops and discussion Session 3 & 4 - Workshops and discussion Session 5 & 6 - linking strategy to operations - Linking performance management with performance improvement - Workshops and discussion Session 7 & 8 - Measuring performance management and developing KPIs and dashboards - Team presentations, assessment and feedback

## Academic References

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### Academic Reference :

#### REQUIRED READINGS

1. Project Management Institute: organizational project management maturity model (OPM3)
2. International Project Management Association (IPMA), Project Excellence Baseline for Achieving Excellence in Projects and Programmes, IPMA Global Standard 3.
3. KAPLAN, R. S. & NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79.
4. Selected list of journal articles will be communicated to students before the start of the course.

#### RECOMMENDED READINGS

1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format)
2. P. Niven (2006), Balanced scorecard step-by-step for government and non-profit agencies, John Wiley

#### Websites :

<http://www.ipma.world/>  
<https://www.pmi.org/>

## Certifications & Legal Mentions

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### Certifications :

N/A

## RSE / IA

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RSE IA

# MSC.PPMM2.PMCOR.0203 – Portfolio management and PMO

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
24.00h	0.00h	0.00h	0.00h	0.00h	100%	0%	<b>100%</b>

## Course Manager & Teaching Team

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Course Manager : GARDINER Paul

Teaching Team : GARDINER Paul

## Academic Characteristics

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Credits : 3      Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

Fundamentals of portfolio management and PMO. Project prioritization, project selection, portfolio fit. PMO models and structures, benefits and challenges of implementing a PMO. PMO maturity and balance of traditional versus agile approaches. A simulation is attached to this course: CESIM Project.

## Prerequisites

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Prerequisites :

None.

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.PPMM2.PMCOR.0204 – Project financing and accounting

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
24.00h	0.00h	0.00h	0.00h	0.00h	100%	0%	100%

## Course Manager & Teaching Team

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Course Manager : RODRIGUEZ Emmanuel

Teaching Team : RODRIGUEZ Emmanuel

## Academic Characteristics

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Credits : 3      Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

Principles of project financing and accounting.

## Prerequisites

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Prerequisites :

None.

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.PPMM2.PMOPT.0002 – Project Practice Portfolio 2

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
24.00h	0h	0h	0h	0.00h	100%	0%	100%

## Course Manager & Teaching Team

Course Manager : GARDINER Paul

Teaching Team : GARDINER Paul

## Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

Course Description :

This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter.

Part 2 is focused on project development and delivery, quality management, audit and control.

## Prerequisites

Prerequisites :

None.

## Course Schedule

Course Schedule :

NOTE: Indicative only. Detailed course plan will be issued in class. • Project team meetings to discuss progress and issues on cell projects and give guidance • Occasional contribution from guest project managers

## Academic References

Academic Reference :

Required readings (1) APM Competence Framework Recommended readings 1. PMI PMBOK Guide 2. APM Body of Knowledge 3. PRINCE2 guide 4. AgilePM Guide 5. GAPPS project manager and sponsor standards

Websites :

Visit the websites of PMI, APM, GAPPS

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.PPMM2.PMCOR.0081 – Sustainable and Ethical Project Management

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	75%	25%	100%

## Course Manager & Teaching Team

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Course Manager : CARBONI Joel

Teaching Team : CARBONI Joel

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

PRiSM (Projects integrating Sustainable Methods) is a project management and sustainability course that is designed to prepare individuals to improve the way they view, approach, manage, and drive change. The course blends instruction with in-class case studies using real world examples that bring project management to life in a manner that not only meets the needs of business in today's economy but also accounts for the needs of society and the environment by incorporating sustainable development goals through the GPM P5 Standard and principles for sustainable project management.

## Prerequisites

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Prerequisites :

None

## Course Schedule

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Course Schedule :

NOTE : This course descriptor is indicative and draft and subject to periodic updates. PRE SESSION ACTIVITIES: Reading DAY ONE – Sustainability Drivers, Systems Thinking, Ethics Principles and Values, Governance, Portfolio and Program Management, The P5 Standard for Sustainability in Project Management, Case Study/Group Exercise DAY TWO - Organisational Capacity for Change and PSM3, Business Case Benefits, and Value Management, Requirements Management, Project Management, Lifecycles and PRiSM, Case Study/Group Exercise DAY THREE – Sponsorship, Stakeholder Engagement, and Information Management and Reporting, POST SESSION ACTIVITIES

## Academic References

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**Academic Reference :**

REQUIRED READINGS BEFORE DAY 1 • The GPM PRiSM™ Methodology for Project Management • The GPM P5™ Standard for Sustainability Management. RECOMMENDED READINGS • The Association for Project Management (APM) Body of Knowledge • The UN Global Compact Ten Principles • The GRI G4 Reporting Framework • The UN Post 2015 Business Engagement Architecture • The UN Global Compact SDG Compass • ISO Standards from a project management perspective including: • ISO 21500 Guidance on Project Management • ISO 50001 The Energy Management Standard • ISO 14001 The Environmental Management Standard • ISO 9001 Principles of Quality Management • ISO 26000 Guidance on Social Responsibility • ISO 55000 Asset Management

**Websites :**

[www.greenprojectmanagement.org](http://www.greenprojectmanagement.org) [blog.greenprojectmanagement.org](http://blog.greenprojectmanagement.org)

**Certifications & Legal Mentions**

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**Certifications :**

N/A

## ***MSc M2 PMBD SPRING LILLE Elective Courses (2 maximum)***

# **MSC.PPMM2.STELE.0001 – Design thinking**

MSc, PGE

## **Hours & Assessment**

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0h	0h	0h	0.00h	0%	100%	<b>100%</b>

## **Course Manager & Teaching Team**

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Course Manager : DAVID Rafaëlle

Teaching Team : DAVID Rafaëlle

## **Academic Characteristics**

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Credits : 1      Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

## **Course Description**

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### **Course Description :**

Explore the creative problem-solving process known as Design Thinking, a methodology that combines empathy, creativity, and rationality to meet user needs and solve complex challenges. This course introduces participants to the five stages of Design Thinking: Empathize, Define, Ideate, Prototype, and Test. Through interactive workshops and real-world case studies, you will learn how to apply Design Thinking to develop innovative solutions in a variety of contexts, from product design to service improvement. Ideal for professionals across industries looking to foster a culture of innovation and enhance their approach to problem-solving.

## **Prerequisites**

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### **Prerequisites :**

None

## **Course Schedule**

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### **Course Schedule :**

Session 1: Introduction to Design Thinking Understanding Design Thinking and its relevance The five stages of Design Thinking Empathizing with users: methods and tools Session 2: Define and Ideate Framing problems effectively Techniques for generating innovative ideas Prioritizing and selecting ideas for development Session 3: Prototyping Prototyping as a tool for innovation Different types of prototypes and their purposes Rapid prototyping techniques Session 4: Testing Solutions Planning and conducting effective tests Gathering and interpreting feedback Iterating based on user feedback Session 5: Implementing Design Thinking in Real-World Projects Applying Design Thinking to real-world problems Overcoming common challenges in implementing Design Thinking Case studies and success stories of Design Thinking in action

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.PMBM2.PMELE.0012 – DESIGNING AI-BASED SERVICES

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0h	0h	0h	0.00h	50%	50%	100%

## Course Manager & Teaching Team

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Course Manager : GARDINER Paul

## Academic Characteristics

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Credits : 1

Discipline : N/A

Teaching Languages : N/A

Open to Exchange : Yes

## Course Description

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### Course Description :

This course focuses on the design and development of AI-enabled services that create value for users and organisations. Students learn how to translate business needs into AI-driven service concepts, integrating principles from service design, user experience (UX), and data-driven innovation. The course covers key stages including problem framing, data considerations, model selection, prototyping, and evaluation, with attention to ethical, legal, and societal implications. Through applied projects and case studies, students develop practical skills to design, test, and communicate AI-based service solutions.

## Certifications & Legal Mentions

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### Certifications :

N/A

# MSC.PPMM2.PMCOR.0087 – International Business Development : Proposals, Tenders & Bids

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0h	0h	0h	0.00h	30%	70%	100%

## Course Manager & Teaching Team

Course Manager : HAINGLAISE Jean-Charles

Teaching Team : HAINGLAISE Jean-Charles

## Academic Characteristics

Credits : 1  
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

## Course Description

Course Description :

This course provides fundamentals and overall framework of what is bid management and tendering.

The purpose of this course is to explain how to organize and answer to calls for tender or project.

This course will present the main typologies of tenders and the key practices that helps to make a tender successful.

A focus will be done on “call for project” through a case study to be run in team.

## Prerequisites

Prerequisites :

None.

## Course Schedule

Course Schedule :

NOTE : This course descriptor is indicative and draft and subject to periodic updates. PRE SESSION ACTIVITIES Selecting a call for project in team. Readings on linked topics (see recommended lectures that should be added to personal lectures). Day 1: Bid Management and tendering process. Introduction, terms & definitions. Bid & tendering processes: Overview. Call for tenders versus call for proposals: life cycle. Contracting Agency process and tools (example from the European Commission). Team workshop: Case study introduction. Day 2: Bid Management and tendering process. Stakeholders impact on project scope. Prime Contractor point of view: technique and tools for structuring bids. Team workshop: practicing on Case study.

Q&A session and presentation of coming steps. TEAM WORK between day 2 and day 3: preparing a proposal in team. Day 3: Contracting Agency point of view: Approach for issuing a tender success factors for call for tender and call for proposal. Team workshop: Final presentation. Q&A session and conclusion. POST SESSION ACTIVITIES: Readings.

## **Academic References**

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### **Academic Reference :**

• Aid Delivery Methods - Project Cycle Management Guidelines Vol 1, March 2014. • Project Management – A strategic planning approach. Paul D. Gardiner. • The PMBOK.

### **Websites :**

[http://ec.europa.eu/contracts\\_grants/contracts\\_en.htm](http://ec.europa.eu/contracts_grants/contracts_en.htm)

[https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403\\_en\\_2.pdf](https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf) [https://en.wikipedia.org/wiki/Request\\_for\\_proposal](https://en.wikipedia.org/wiki/Request_for_proposal) [Http://www.project-management-knowhow.com/contract\\_management.html](Http://www.project-management-knowhow.com/contract_management.html)

## **Certifications & Legal Mentions**

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### **Certifications :**

N/A

# MSC.PPMM2.PMELE.0007 – Social intelligence

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0h	0h	0h	0.00h	0%	100%	100%

## Course Manager & Teaching Team

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Course Manager : MALAFEEV Anton

Teaching Team : MALAFEEV Anton

## Academic Characteristics

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Credits : 1  
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

This engaging course is designed to enhance your social intelligence, the key to building meaningful relationships and navigating complex social environments with ease. Through interactive workshops, you will explore the nuances of emotional intelligence, effective communication, empathy, conflict resolution, and cultural sensitivity. Whether for personal growth or professional development, you will learn how to read social cues, understand others' perspectives, and influence without authority. By the end of the course, you will possess the tools to enhance your interpersonal skills, boost your confidence in social situations, and foster positive interactions in every aspect of your life.

## Prerequisites

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Prerequisites :

None

## Course Schedule

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Course Schedule :

Session 1: Understanding Social Intelligence - Dive into the basics of social intelligence, its significance, and how it integrates with emotional intelligence. Engage in activities that highlight self-awareness and social awareness. Session 2: Mastering Communication & Listening - Focus on developing effective communication skills and active listening techniques through role-playing exercises and group discussions. Session 3: Cultivating Empathy & Emotional Awareness - Learn to enhance empathy and emotional awareness with practical exercises on interpreting emotions and responding sensitively in varied social scenarios. Session 4: Conflict Resolution Strategies - Explore conflict resolution and negotiation techniques with interactive simulations that teach constructive confrontation and problem-solving. Session 5: Non-Verbal Communication & Cultural Sensitivity - Conclude with understanding the nuances of non-verbal communication and the

importance of cultural sensitivity, including recognizing and respecting diverse perspectives in social interactions.

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

## *MSc M2 PMBD SPRING LILLE Specialization Courses (2 maximum)*

# **MSC.PMBM2.PMCOR.0208 – Applied Artificial Intelligence in Project Management**

MSc, PGE

## **Hours & Assessment**

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0.00h	50%	50%	<b>100%</b>

## **Course Manager & Teaching Team**

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Course Manager : BOUDREAU Paul

Teaching Team : BOUDREAU Paul

## **Academic Characteristics**

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Credits : 2

Discipline : N/A

Teaching Languages : N/A

Open to Exchange : Yes

## **Course Description**

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Course Description :

This course examines how artificial intelligence (AI) is transforming project management practices, decision-making, and governance. Students explore practical applications of AI across the project lifecycle, including planning, risk analysis, resource allocation, and performance monitoring. The course emphasises the opportunities and limitations of AI tools (e.g., predictive analytics, generative AI, automation), as well as associated ethical, organisational, and governance challenges. Through case studies and hands-on exercises, students develop the ability to critically assess and responsibly integrate AI into project environments.

## **Certifications & Legal Mentions**

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Certifications :

N/A

# MSC.PPMM2.PMCOR.0030 – Business and Project Management Agility

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0.00h	50%	50%	100%

## Course Manager & Teaching Team

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Course Manager : DAHMANI Sarra

Teaching Team : DAHMANI Sarra

## Academic Characteristics

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Credits : 2      Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

The course is about the integration of business agility and agile project management in a modern, sustainable and global business context.

## Pedagogical Objectives

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Pedagogical Objectives :

- Students will be able to differentiate the do - be and think agile
- Develop capacity to practice Scrum and understand the different stages of the framework
- Understand how organization can scale up agile practices (Spotify case)
- Analyse organizational transformation toward agility: the challenges and the journey

## Prerequisites

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Prerequisites :

Foundation level agile project management.

## Course Schedule

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Course Schedule :

DAY 1 - Introduction (Do- Be- think) - Do agile (Lego4Scrum) - Be agile

DAY 2 - Be agile - scaled agility

DAY 3 - Think agile - agile organization - Integrated business transformation in an uncertain dynamic business environment

a team work about three different cases will be done during the session, and will be presented by the students on day 3

## **Academic References**

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### **Academic Reference :**

Agile manifesto  
Scrum framework  
PMI Agile Practice Guide.

### **Websites :**

None.

## **Certifications & Legal Mentions**

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### **Certifications :**

N/A

# MSC.PMBM2.PMCOR.0207 – INTERNATIONAL BUSINESS DEVELOPMENT AND MARKET ENTRY STRATEGIES

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0.00h	50%	50%	100%

## Course Manager & Teaching Team

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Course Manager : RODRIGUEZ Emmanuel

Teaching Team : RODRIGUEZ Emmanuel

## Academic Characteristics

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Credits : 2   Discipline : Management & Organisation   Teaching Languages : N/A   Open to Exchange : Yes

## Course Description

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### Course Description :

This course explores how firms identify, evaluate, and enter international markets. It equips students with frameworks and tools to analyse global opportunities, assess market attractiveness, and design effective entry strategies (e.g., exporting, partnerships, joint ventures, and foreign direct investment). Emphasis is placed on strategic decision-making in complex and uncertain environments, including cultural, institutional, and competitive considerations. Through case studies and applied exercises, students develop practical skills to support international growth and market expansion initiatives.

## Certifications & Legal Mentions

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### Certifications :

N/A